



## ***Support to Croatia's Non-Governmental Organizations (CroNGO)***

# **CRONGO ANNUAL REPORT – YEAR 1 1 DECEMBER 2001 – 30 NOVEMBER 2002**

**USAID/Croatia's Strategic Objective 2.1  
More Effective Citizen Participation and Improved Governance**

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1 DECEMBER 2001 – 30 NOVEMBER 2002**

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# **CRONGO**

## **ANNUAL REPORT - YEAR 1**

### **(1 December 2001- 1 December 2002)**

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Support for Croatia's Non-governmental Organizations (CroNGO) is funded by the United States Agency for International Development (USAID) and implemented by the Academy for Educational Development (AED). The program began in December 2001 and has recently completed its first year of implementation.

CroNGO was designed to enhance the sustainability of Croatia's NGO sector. This program contributes to USAID-Croatia's overall Strategic Objective 2.1 – More Effective Citizen Participation and Improved Governance – through support to well established and developed organizations as well as promotion and support for community activism and local level initiatives. CroNGO will work to create networks of strong national and community-based organizations throughout the country that are able to responsibly meet the needs of their constituencies and effectively represent citizen interests and concerns to local, regional and national level policy makers. In addition, through this program, AED is working closely with the NGO sector to continue to develop a favorable operating environment for NGOs in Croatia, and to increase citizen awareness and involvement in the NGO sector and civic initiatives throughout the country.

Year 1 of the CroNGO program has brought with it many challenges but even more successes in each program component.

With assistance of three competitively selected Partners for Local Initiative (PLIs), CroNGO's Small Grants Program is working to stimulate grassroots, community-level initiatives throughout the country through distribution of \$1,850,000 in small grants of up to \$25,000 each. These initiatives are focused on bringing about concrete change based on demonstrated community need and are working to improve the quality of life in target communities, strengthen community leadership, and increase community involvement and support for citizen initiatives. To date 40 small grants have been awarded around the country.

Each of CroNGO's three PLIs is responsible for covering a different region of Croatia. AED is covering Central and North Croatia and Western Slavonia until capable PLIs are identified for this region. Through program implementation the PLIs are increasing their capacity to serve as community and NGO resource centers and develop the ability to run and manage a community grant program. Each PLI has also begun to develop its management and program capacity through support for their own individualized Training and Development Plan.

Through its Partners for NGO Sector Sustainability, CroNGO is continuing to build the strength and leadership potential of ten well-established organizations through grants, training, and technical assistance. Sustainability Partners were selected based on their past experience and future interest in working to support the development of the NGO sector in areas such as the promotion of philanthropy, volunteerism, increasing local support for NGOs, improving the image of Croatia's NGOs, increasing networking and communication among NGOs, and other areas important for sectoral sustainability. In addition to working as partners for AED to develop the NGO sector, each Sustainability Partner organization has received a 2-year Sustainability Grant to increase their capacity through implementation of their own key programs and individualized Training and Development Plans. By the end of the first program year, all partners had been selected and Sustainability Grants had been awarded.

Finally, CroNGO is continuing to build the capacity of local NGO management trainers through: (1) a series of Training-of-Trainer workshops, the first of which has been carried out, and (2) a Trainers Forum initiated and facilitated by AED's Training Coordinator. This Forum will work to increase

communication between trainers and develop a Croatian Code of Ethics for NGO management trainers. Croatian trainers will also continue to develop their skills through other components of the CroNGO program including serving as training contractors for small grant recipients.

Additionally, through the CroNGO Training Component, a Croatian NGO Quality Assurance Tool will be developed over a two-year period of time, with consulting assistance from Charity Evaluation Services (CES), to assist organizations in gaining insight into their work and undergo improvements without having to pay for external consultants and evaluators. During the two-year period over which this Tool is being produced, AED and CES will work to identify an institution in which to place the Tool after completion so that it can be easily accessible to the NGO community. In November 2002, the first training on this topic was conducted for the Quality Assurance working group of seven strong organizations.

Throughout the program CroNGO staff will continue to work closely with the NGO community and other advocates and stakeholders of civil society to increase the visibility of the NGO sector among the general public, business community, and local, regional and national governmental structures. CroNGO will promote the importance of cooperation among all sectors of society for the development of a dynamic, strong, and influential Third Sector.

### **CroNGO YEAR 1 KEY ACHIEVEMENTS**

During the first year of the CroNGO program, much time and energy was focused on program start-up, developing all procedures necessary to run a complex grant and technical assistance program as well as drafting and receiving approval from USAID on RFAs for the various grant programs including the PLIs, the Partners for NGO Sector Sustainability and the Small Grants Program. As seen below, by the end of Year 1, AED has seen significant achievements produced through these efforts all of which lead into accomplishing AED's end of project results.<sup>1</sup>

#### **Partners for Local Initiatives (PLIs) Achievements:**

- **Partners for Local Initiatives Selected** – PLI selection occurred through an open, competitive process around the country. This intensive process resulted in three qualified and interested organizations being selected to serve as AED's Partners for Local Initiatives.
- **Croatian NGO Grant Making Capacity Has Begun to be Developed** – PLIs began to work actively throughout the country in July 2002. To date these organizations have been trained in managing a grant program and have effectively put to use what they have learned through implementation of the first Small Grant Round nationwide. The PLIs have successfully conducted outreach, provided technical assistance, created regional level review committees, and facilitated proposal selection.
- **PLIs Recognized by Local Communities as Having a Key Role in a Grant Making Program** – Through their activities during the first Grant Round, the PLIs have received over 90 instances of media coverage and significant support from local governments within their regions raising awareness of the PLI organizations and their role in CroNGO's Small Grant Program.
- **Community Members Included in Decisions for Proposal Selection in Each Region** – A total of 18 people from around the country representing five different sectors of society have been included in Regional Review Committees to review and select proposals. Through this process the members have learned about transparent grant review procedures and have participated fully in a transparent selection process.
- **Real Partnership Forming** – By the end of Year 1 a solid partnership has begun to be formed between AED and the three PLIs as evidenced by the open communication and joint work on Small Grant Program implementation.

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<sup>1</sup> Due to the time needed for program start-up, AED is not yet ready to report on concrete results leading toward our indicators. In summer 2003 AED will report on results to date and will report again in the Year 2 Annual Report.

- **PLIs Begin to Work on Improving their Organizational Capacity** – All three PLIs have completed an organizational capacity self-assessment and have developed 2-year Training and Development Plans. One PLI has begun to implement their plan.

#### **Small Grants Program (SGP) Achievements:**

- **Small Grant Program System Developed** – During the first six months of Year 1, the SGP conducted needs assessment meetings around the country attended by over 150 people. The results of these meetings were used to finalize the Small Grant Program RFA, policies and procedures. This complex program was tested in a pilot region and final changes were made to it before it was launched around the country in July 2002.
- **Country Coverage of the Small Grants Program Makes Progress** – During the Pilot Round and the First Small Grant Round, 40 projects were supported in 14, out of 21, counties. Forty-five different communities around the country have been affected by Small Grant recipient programming.
- **Capacity of Local NGOs/LCIs Increasing** – Understanding of financial management and program requirements of Small Grant recipients has increased through financial management training attended by all 40 grant recipients. The 12 Standard Grant recipients' (over \$10,000) financial capacities have additionally increased through pre-award financial reviews conducted by the AED Finance Officer. Finally, over 100 people have gained valuable skills in grant proposal writing from seven workshops held for interested NGOs and citizen groups in five counties of Croatia.
- **Community Involvement / Citizen Participation Increasing** – All 40 supported Small Grant projects have included a minimum ten percent community contribution as part of their grant. Grant recipients have been promised significant volunteer support, local government support, local business support, and media attention for project implementation.
- **Communities are Begin Improved** – Through supported projects, 45 communities are directly benefiting from the activities being carried out by organizations within their community.

#### **Partners for NGO Sector Sustainability Achievements:**

- **Transparent Selection Procedures of Organizations Covering a Variety of Sectors** – Ten well-established organizations were selected as AED's Partners for NGO Sector Sustainability through an open and competitive process.
- **Variety of NGO Sub-sectors Represented by the Selected Organizations** – Eight different sub-sectors are represented by the ten Sustainability Partners allowing for these organizations to jointly participate in systematic change of the NGO sector in Croatia.
- **RFA Procedures Ensured the Major Priorities of the NGO Sector in Croatia are Addressed** – Six of the seven major issues facing the NGO sector that were identified by the Sustainability Partners are being addressed through the NGO Sector Action Plan component of the Sustainability Grant including advocacy and lobbying, visibility and public perception, collaboration with the business sector, financial sustainability, volunteerism, and cooperation with government.
- **Strengthening Foundations for the Long Term Sustainability of Selected Organizations has Begun** – All Sustainability Partner organizations have carried out an organizational capacity self-assessment and developed a 2-year Training and Development Plan. Sustainability Partner organizations have also all begun to improve their financial systems as a result of pre-award financial reviews.
- **Broad Scope of Activities in Program Ensure Significant Transfer of Expertise** – During their two-year projects, Sustainability Partners will conduct approximately 50 workshops involving more than 300 NGO and community participants. More importantly, transfer of knowledge between large well-established organizations and smaller, grass-roots organizations will take place through consultations, follow-up visits, assistance in strategic planning, monitoring of program implementation, etc. Sub-sector networks, including the Women's Network, youth culture and media organizations, organizations fighting breast cancer, and child abuse prevention and treatment, will be directly strengthened through Sustainability Partner projects. Finally, a large number of manuals on a variety of topics, such as NGO Cooperation with Government

(CHC), Developing Women's Leadership (CESI), Community Mobilization (Odras), and Working with Socially Deprived Children (Children First), will result from Sustainability Partner projects and will be widely distributed among the NGO sector.

#### **Training Component Achievements:**

- **Trainer Capacity Increasing through Training-of-Trainer Workshops** – Twelve trainers have increased their knowledge on community needs assessments and have learned how to apply new tools and techniques through a 3-day workshop on this topic. A needs assessment of the training community resulted in four additional topics being identified for ToT workshops and a RFP process has identified training providers for each workshop.
- **Trainer Information Becomes Accessible to the Wider Public** – An updated, searchable database of Croatian trainers is now available on the CroNGO website.
- **Croatian Trainers Begin to Share Information** – Nine Croatian trainers participated in the first Trainers Forum Meeting during which they identified developing a code of ethics and defining professional standards for trainers as the first main areas this forum will address.
- **Organizational Capacity Needs of NGOs Defined** – Organizational Capacity Assessments have been conducted with AED's 13 partner organizations and 2-year Training and Development Plans have been developed by all partner organizations.
- **Creation of Croatian Quality Assurance Tool for NGOs Begins to be Developed** – A quality assurance working group of seven NGOs has been identified and trained in quality assurance. This group has begun to implement the PQASSO quality assurance system within their organizations.

#### **Public Awareness:**

- **Public Awareness Survey Conducted** – A survey on awareness and perceptions of NGOs was conducted among 1000 respondents throughout the country. Survey results were produced in Croatian and English and widely disseminated to the local and international community.
- **CroNGO Website Launched** – The CroNGO website has been functioning since May 2002 providing updated, relevant program information.
- **CroNGO Bulletin Issued** – The first issue of the CroNGO quarterly newsletter was produced in English and Croatian and widely disseminated to the local and international community.

#### **Donor Coordination:**

- Over 20 representatives of 15 donor agencies participated in the first Donor Coordination meeting, initiated by AED, the European Commission and UzU, indicating an interest among the donor community of future cooperation and coordination. Donor meetings will take place on a quarterly basis.

The following sections provide a detailed overview of the above achievements.

## **I. PARTNERS FOR LOCAL INITIATIVES (PLIs)**

In early summer 2002 AED established cooperative agreements with three Croatian NGOs to serve as CroNGO Partners for Local Initiatives (PLIs). The role of PLIs is to promote NGO development and citizen participation in community level projects throughout Croatia through partnering with AED to implement the CroNGO Small Grants Program (SGP). PLIs were selected in part due to their regional presence, linkages to the communities in which they operate, abilities to serve as NGO/community resources and their interest in participating in grant making activities.

### **ANALYSIS OF PLI ACCOMPLISHMENTS IN YEAR 1**

By the end of the first year of the CroNGO Program, the PLIs had achieved great successes in mobilizing communities, gaining media coverage and developing cooperation with local governments, while at the same time gaining a considerable amount of new skills in grant management. Year 2 of CroNGO brings with it many challenges as the PLIs continue to work in

partnership with AED to strengthen their own organizations as they increase citizen participation throughout Croatia.

### **1) Partners for Local Initiatives Selected**

On 20 February 2002 AED announced the RFA for the Partners for Local Initiatives (PLI) Program with a closing date of 27 March 2002. For the purposes of the PLI program, the country was divided into four regions, and one PLI was to be selected for each region. The competitive selection process included an applicants' conference in early March that provided interested organizations with the opportunity to present technical questions related to the program and application process. The PLI selection procedure included seven steps: 1) preliminary review of applications by AED to verify eligibility criteria, 2) proposal review and recommendations by a Review Committee, 3) budget analysis by AED, 4) USAID approval of NGOs recommended by AED, 5) financial management reviews of finalists by AED, 6) final application preparation, and 7) signing of cooperative agreements. Eight PLI proposals were received by AED, of which seven satisfied eligibility criteria and were submitted to the Review Committee.

The PLI proposal Review Committee (PLI/RC) was composed of seven members including the CroNGO Director, Deputy Director, Small Grants Manager, Training Coordinator and 3 members from outside of AED including representatives of the European Commission's Delegation to Croatia, the Croatian Ministry of Labor and Social Welfare and a local NGO. PLI/RC members evaluated proposals in the areas of technical merit, institutional capacity and cost. The PLI/RC had the options of rejecting proposals, approving, or pending (approval with changes or verifications). Of seven proposals reviewed, three were finally selected. The NGO SMART was recommended as the PLI for the Istria, Primorje and Lika Region, Association MI was recommended as the PLI for the Dalmatia Region, and the Organization for Civil Initiatives (OGI) was recommended for the Slavonia Region. During the review process, both the PLI/RC and AED determined that OGI did not have the capacity to cover the entire Slavonia Region, and it was therefore contracted as the PLI for only Eastern Slavonia. The PLI/RC also determined that no applicant had the capacity to serve as a PLI for the Central and North Croatia Region. Therefore, in agreement with procedures described in the PLI RFA, AED began to serve as the PLI for that region in addition to the area of Western Slavonia not covered by OGI. OGI was informed that any potential expansion of their area of responsibility into Western Slavonia would depend on their performance as a PLI during the first year of program implementation. Cooperative Agreements were signed with SMART, Association MI and OGI in late June/early July 2002.

### **2) Croatian NGO Grant Making Capacity has Begun to be Developed**

AED's strategic approach in working with PLIs is to ensure implementation of the Small Grants Program countrywide and to strengthen local grant making capacity towards future related work. The existence of Croatian organizations and professional staff experienced in the technical processes needed to support grant selection and management is extremely important to the strength and sustainability of the local NGO sector. This is especially true as domestic NGO funding sources begin to appear and local donors seek technical support in grant management from experienced organizations and individuals. In addition to a variety of other influencing factors (e.g. organizational capacity, regional presence, and the existence of skilled staff), PLIs were selected due to their interest in becoming involved in grant management and their potential to continue with related activities after the end of the CroNGO Program. During the selection process, applicant NGOs were required to demonstrate that they had a verifiable interest in building upon their existing NGO support activities by expanding their involvement into the area of grant management.

In the first year of CroNGO, AED was faced with the need to swiftly implement the Small Grants Program on a national level. As selected PLIs did not have previous experience in the management of a large grant making program, AED identified the skills that were immediately needed by them to begin to implement the Small Grants Program. Subsequently, AED began to provide PLIs with

appropriate technical assistance and training in Small Grants Program policies and procedures. After completion of CroNGO's first year, there exists local NGO capacity to conduct outreach, establish and maintain effective press contacts, develop constructive NGO-local government relations, provide technical assistance to other NGOs and LCIs applying for grants, and carry out a transparent proposal selection process.

SMART was established to strengthen and support the development of the NGO sector in the counties of Istria, Licko-senjska and Primorsko-goranska, the same three counties for which it serves as a PLI. To achieve its mission, SMART conducts various activities such as community needs assessments, cooperation with local governments, partnership development, and provision of training and technical assistance to NGOs. Within its strategic plan for 2002-2005, SMART identified the need to reduce the growing gap in funding for local NGOs. Prior to AED's announcement of the PLI RFA, SMART had already begun to develop a number of relevant activities in the areas of social responsibility and community development. From its founding, SMART staff have discussed their potential involvement in grant making as an activity that would add to the value of existing programs. SMART recognized the PLI Program as an opportunity to become involved in grant making through the acquisition of new knowledge and experience. SMART continues to recognize the strength that it has been provided through its involvement as a PLI. New ideas and projects developed by communities with the support of SMART have also raised the public's awareness of the organization. Best practices in grant making and other lessons learned in the PLI program are being used by SMART in its further development.

The PLIs have expressed an interest to continue their involvement in the funding of local NGOs after completion of the CroNGO Program. This involvement may take many forms including provision of technical assistance to other NGOs, advocating to donors such as local governments, providing training in fundraising, and involvement as members of review committees. Higher levels of potential future involvement of PLIs may include consultancies or contractual arrangements with local donors (e.g. businesses or governments) to conduct activities directly related to grant making such as outreach and publicizing of grant programs, development of funding policies and procedures, creation of application guidelines and RFAs and other segments of the grant making process. The participation of three respected, well-developed and regionally-based NGOs as partners in the CroNGO grant making program has opened up opportunities for these organizations, while contributing to the early and rapid successes of the CroNGO Program. The PLIs role in the grant making process has also expanded on the potential work of the NGO sector as other organizations see the example set by the pioneer PLIs.

#### **PLIs Trained in Grant Management and Community Mobilization**

The CroNGO Small Grants Program intends to increase community participation through the provision of \$1.85 million in grants of up to \$25,000 each to local NGOs and unregistered, informal Local Citizen Initiatives (LCIs). The SGP application process is fairly simple for NGOs and LCIs. However, the administration of the SGP on a national basis requires very specific staff skills and organizational resources. Before beginning project implementation in their regions, PLI staff were



PLI representatives and AED staff participate in a workshop on Community Mobilization in November 2002.

trained by AED on SGP policies and procedures and principles of grant management. Major areas of training included use of application forms and guidelines, the proposal review and selection process, conducting of final award negotiations with recommended organizations, financial and program reporting, and monitoring and evaluation of subgrantees. The first 3-day training, held in mid-June 2002, covered these main topic areas. The PLIs continue to receive technical assistance on a regular basis from AED in grant management.

Active involvement of citizens in community improvement projects is a cornerstone of CroNGO's Small Grants Program. Participation of community members (e.g. as volunteers) is already integral to the work of many Croatian NGOs, and not only those in larger cities and areas that have benefited from previous international funding and technical assistance. However,



many parts of the country are relatively inactive in terms of citizen involvement in community benefit projects. As the SGP is intended to achieve full geographic coverage, in areas where there are few or no formal NGOs, PLIs are required to identify and support formal and informal community initiatives so that all communities have a fair and equal chance of receiving CroNGO funding. In order for the SGP to have a country-wide impact, the PLIs were required to learn techniques of community mobilization to be used in inactive areas. On 20-23 November 2002, all PLIs attended an AED-sponsored Community Mobilization Training conducted by Professor Lee Staples of the Boston University School of Social Work. The training provided PLI staff with the tools needed to activate previously inactive communities. In Year 2 of CroNGO, AED will work with the PLIs to ensure that these tools are put to use to increase citizen involvement throughout the country.



PLIs share what they have done to date during the first PLI quarterly meeting in September 2002.

### **PLI Quarterly Meetings Assist in the Exchange of Information and Experiences**

As the PLIs are regionally based, and implementation of the SGP takes place throughout the country, it is important to maintain systems of communication among the PLIs and AED. Quarterly PLI meetings form a crucial part of this system. Networking among the PLIs also provides the added benefit of establishing lines of communication among these regional organizations for future collaborative work. The first PLI quarterly meeting, held on 24 September 2002, was an opportunity for information exchange and sharing of experiences among the PLIs and AED to strengthen and improve the implementation of both the Small Grants and PLI programs. This first meeting was particularly important as the PLIs had just completed the first cycle of the Small Grants Program. At that point, there existed the need to alter aspects of SGP policies and procedures to incorporate lessons learned from the first phase of implementation. During the first quarterly meeting PLIs provided presentations of their outreach activities and press coverage to date. PLIs that had achieved higher levels of results in these areas were able to provide their colleagues with examples of successes and useful techniques. AED Small Grant staff also presented a summary of SGP achievements and clarified program policies and changes to application guidelines (all changes in policies had been developed by AED with the input of the PLIs). In the spirit of partnership, the PLIs were involved in the preparation and conducting of the first quarterly meeting, a practice that will continue throughout the life of the CroNGO Program.

### **PLI Site Visits**

In addition to quarterly meetings and frequent communications, implementation of the PLI program requires on-site monitoring of activities. Field monitoring of PLIs by AED staff allows for opportunities to assess the level of functioning of the PLI programs, provides information on the needs for acquisition of new skills and permits on-the-spot provision of technical assistance in the form of expert advice and recommendations for systemic improvements. During the reporting period, the CroNGO Deputy Director conducted a total of 13 site visits of the three PLIs and attended all Regional Review Committee (RC) meetings and several SGP presentations and press conferences. The presence of an AED representative at public events aided PLIs in their presentation of the SGP in addition to increasing the regional visibility and credibility of CroNGO.

The presence of the CroNGO Deputy Director at OGI Review Committee meetings resulted in concrete improvements in OGI's management of the SGP selection procedure and contributed to additional organizational strengthening. During their first RC meeting OGI experienced administrative problems due to ineffective use of human resources and insufficient planning. Although the RC meeting was ultimately conducted properly, it began late, was not run as effectively as possible and follow-up administrative tasks were not completed satisfactorily. AED documented these problems and worked with OGI staff to resolve them. As a result, the roles of OGI's PLI staff were clarified and altered to better utilize the particular skills of individuals. Additional administrative support was provided by OGI through the transfer of support staff to the PLI program. Through this AED-PLI cooperative effort to improve systems, OGI's second review committee meeting saw marked improvements in all areas.

### **PLIs Carry Out Outreach Activities Around the Country**

Due to the national coverage of CroNGO, it is crucial for communities in all counties to have equal access to information on the SGP. With support from AED, PLIs have established systems for conducting successful outreach activities to publicize the SGP throughout their regions including holding over one hundred successful meetings with NGOs and key community stakeholders, conducting press conferences, and announcing SGP RFAs and granted projects through a variety of sources such as the local media and providing dozens of formal presentations to NGOs, local governments and other interested parties.

SMART used its regular quarterly newsletter "Info SMART" to inform NGOs about the SGP Program. SMART has also been particularly successful in using the Internet to promote the Small Grants Program in its region, experiencing record numbers of hits on its website during the first month when SGP information was added. The availability of relevant SGP information to potential applicants on the SMART website has enriched communication and outreach for the Program through a low-cost and easily accessible means.

From program start-up, PLIs built upon their existing communications systems and networks to inform communities about the SGP. Using their NGO databases, contacts and mailing lists, PLIs sent invitations to their SGP public presentations to NGOs, stakeholders, local government representatives and media. These events were well attended and ensured that communities learned about the SGP and that local NGOs and citizens' initiatives had the opportunity to apply for grants. PLIs publicized SGP outreach activities through the local media, and held several formal press conferences that were well attended due to existing relationships that PLIs had with local media. The interest raised by the SGP (e.g. the availability of funds for projects of community benefit) also helped to ensure widespread media coverage of PLI outreach. PLI outreach has also resulted in publicity for the PLI organizations themselves as they begin to become recognized by communities as key players in a large grant making program. Greater public awareness of the PLI organizations improves their abilities to work in the future and also increases their chances for sustainability.

Meetings Held by PLIs During Year 1		
Region	Number of NGOs at Meetings	Total Numbers of Meeting Participants
Dalmatia (MI)	15	112
Istria, Primorje and Lika (SMART)	7	117
Central/North Croatia (AED)	16	83
Western Slavonia (AED)	51	95
Eastern Slavonia (OGI)	29	160
<b>Totals:</b>	<b>118</b>	<b>567</b>

As a regional NGO support center, Association MI utilized all existing infrastructure including its NGO database, connections with local governments and international organizations, and participation in networks to present the CroNGO Small Grants Program throughout its region. MI conducted SGP outreach parallel to its other on-going organizational activities such as NGO consultations, referrals and information provision. While conducting SGP outreach, Association MI built upon its existing network of 150 NGO contacts. Through implementation of PLI activities, new contacts with NGOs, citizens' initiatives and local governments were established in remote areas of MI's region, including small communities where MI had not previously worked. These new contacts and areas of work have not only ensured the successful outreach of the SGP, but they have added to the positive public image of MI and have contributed to the strength and regional presence of the organization.

### **PLIs Provide Technical Assistance**

In addition to learning about the SGP, many applicant organizations benefited from technical assistance provided by PLIs. Although the SGP application process and forms were designed to be as user-friendly as possible, many organizations (particularly less experienced smaller NGOs and LCIs) had questions relating to the program, selection process and the types of projects that could receive funding. PLIs reserved sufficient time to meet with all organizations that requested technical assistance. Topics covered included general information and answering questions on the Program,

cost assessment and clarification of budgets and procurement, types of recommended and required attachments for proposals, clarifications on specific elements of the application form, creation of the narrative explanation of the budget, eligibility criteria, and a variety of other topics. The provision of technical assistance by PLIs helped to ensure that a sufficient number of quality proposals were submitted to Regional Review Committees and that the RCs were able to recommend projects that matched the goal of the SGP.

In many cases, PLIs used their organizational resources and activities to provide added benefit to CroNGO. SMART conducted workshops on volunteer management in one of the counties in its region, providing local NGOs with techniques related to the planning of volunteer programs, recruitment, monitoring, motivation, and supervision of volunteers. SMART also provided proposal-writing workshops which included training on the structuring of proposals, donor requirements, and practical advice. In addition, Association MI provided NGOs in one area of their region with a workshop on working with volunteers.

Region	TA Provided
Istria, Primorje and Lika	50
Dalmatia	152
Eastern Slavonia	70
Western Slavonia	24
Central and North Croatia	80
<b>TOTAL</b>	<b>376</b>

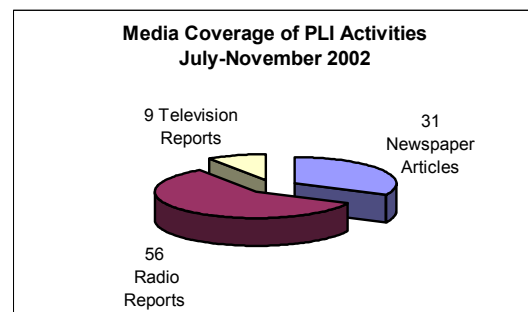
### **First Round Proposals Submitted and Eligibility Reviews Conducted**

The start-up schedule of the PLI program directly affected implementation of the countrywide SGP. Therefore, once PLIs were selected, they were required to immediately begin work on the first SGP round in their regions. By early fall 2002, PLIs completed the first round of the SGP program. Initial work on outreach and provision of technical assistance to applicants was conducted during the summer. During that period, PLIs selected Regional Review Committees (RCs) and trained members in SGP selection procedures. Project proposals submitted by the first deadlines (each region has its own quarterly deadlines) were reviewed by PLI staff to verify that they satisfied basic eligibility criteria. The proposals that passed this first review were presented to RCs for review along with score sheets and other printed program material needed for proposal review. The process of receiving and reviewing proposals for eligibility required a great deal of time and resources from the PLI organizations. Fortunately, early training from AED provided the PLI staff with the skills necessary for the task of eligibility review.

### **3) PLIs Recognized by Local Communities as Having a Key Role in a Grant Making Program**

#### **National Coverage of Outreach and Granted Projects**

A positive public image is important both to the success of the CroNGO Program and to the continued effective work of the Croatian NGO sector including the future work of the PLIs. The key role played by PLIs in a large, national grant making program has in many ways fed the media's desire for genuine positive news. Through their role in implementing the Small Grants Program, PLIs have promoted regional civil society organizations in addition to showcasing the work of their organizations.



The PLI Program has attracted a great deal of attention throughout the country and all targeted groups (e.g. media, government, and the NGO sector) responded positively. Through serving as key AED partners, PLIs have promoted the concept of sustainable community development and active participation of stakeholders, local institutions, government, business, and community members. This has added to the positive perception and legitimacy of the CroNGO Program while helping to build the reputations of the PLIs. Participation in the PLI Program has also aided the PLIs as organizations

as they have increased their own visibility and relationships with local governments, businesses and other sources of potential future support and collaboration.

During the first quarter of its PLI program, SMART's visibility was significantly increased within its region. This was a result of its public and media relation efforts that linked the PLI program with other SMART projects. SMART presentations of the SGP included PowerPoint presentations followed by explanations of the roles of SMART, AED, and USAID. Formal presentations were followed by question and answer sessions and brief receptions during which participants had the opportunity to network. SMART held 16 media presentations throughout the region and used its website as a cost effective and easily accessible tool. Throughout implementation of the first PLI project phase, SMART provided substantial amounts of information, focusing on its partnership with AED. In that way, the role of SMART as a regional key player was emphasized both towards the public and in the NGO sector, in both mobilizing the local community and working on the most urgent development issues.

OGI has also been particularly successful with achieving a high level of media coverage of its SGP presentations, as well as attendance at press conferences. This press interest is partly due to the strong relationships that OGI has established with reporters over the past few years. Participation as a PLI has provided OGI with an additional means by which to encourage the media to cover local citizen initiatives.

The PLIs' use of the press yielded positive results during Year 1 of CroNGO. Regional press, particularly newspapers, quickly grasped the role of the PLIs in implementation of the CroNGO Small Grants Program. The parameters of the SGP and total amount of funds available were frequently mentioned. Most articles stated that the PLIs were acting in "partnership" with AED. USAID was also correctly noted as the funding source.

#### **Cooperation with Local Governments**

Local governments have recognized the important role, and contribution, of the PLIs in grant making and supporting regional community improvement projects. This has resulted in increased support, cooperation, and communication between the PLIs and local governments. Direct involvement of local governments in implementation of the PLI program includes the membership of six representatives of local governments in the four Regional RCs. There has also been a high level of participation of local government representatives at SGP presentations conducted by PLIs. PLIs will continue to expand upon this cooperation with local governments to ensure greater support for community initiatives, resulting in improvements in the sustainability of the PLI organizations, and of the projects funded under the CroNGO SGP.

Each of Association MI's outreach activities was accompanied by coverage of local radio stations and several presentations were attended by representatives of local governments. The new contacts formed with local governments will aid Association MI in its future regional work.

SMART's PLI program assisted in strengthening its cooperation with local governments. Examples of successes include the City of Rijeka Department for Local Government and Self-Government and the Town of Gospic Department for Social Affairs. Structured dialogue with these government departments helped to build upon existing cooperation and allowed SMART to define the governments' needs for human resource development. SMART is now in the process of negotiation with the Town of Gospic to provide assistance in the development of a Call for Proposals, application format, procedures and eligibility and award criteria for an NGO support program.

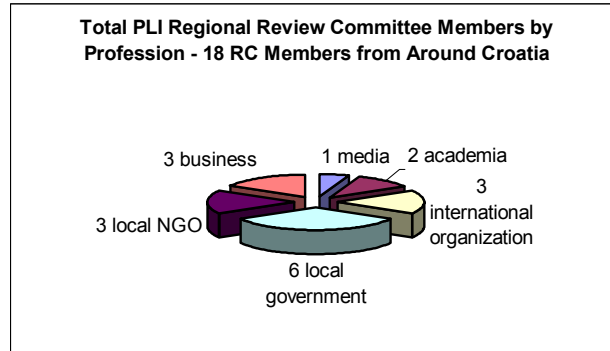
OGI's PLI staff has received a large amount of support from the mayor of the town of Belisce who has helped OGI in reaching organizations interested in applying to the SGP. The mayor has also requested that OGI provide consultancies to Belisce in next year's cycle of funding local NGOs.

#### **4) Community Members Included in Decisions on Proposal Selection for Each Region**

##### **Proposals Reviewed Regionally**

As the SGP is focused on the development of citizen involvement in community initiatives, AED recognizes the importance of local ownership of aspects of the SGP and the need for funding decisions to be made on a regional basis. A major success early on in the PLI program was the

creation of Regional Review Committees composed of key members of communities where projects would be funded. RC members were selected by PLIs for their knowledge of local communities needs, previous experience with the NGO sector and a belief in the benefits of organized citizen involvement, in addition to their backgrounds in a variety of fields such as business, government, media, NGOs, and academia.



### **Community Members Trained in Transparent Proposal Review**

The PLI program is implemented using a multi-stakeholder approach including the active involvement of various societal sectors. The building of local capacity in the area of transparent grant making is crucial to the continuing development of the Croatian NGO sector. As a result of their implementation of the SGP program, the grant making capacity being acquired by the PLIs has begun to be extended to other key individuals through involvement of eighteen Regional Review Committee members representing six sectors of work (media, academia, business, government, local NGOs, and international organizations). Review Committee members are selected based on their knowledge of main community needs and the NGO sector in their region. In addition, the RC members come from different counties within each PLI region.

In order to train Review Committee (RC) members for proposal review and selection, PLIs held preparation meetings and provided members with information packets including AED manuals and SGP materials and forms.

Regional Review Committee members will be changed on an annual basis thus increasing the number of people from different societal sectors exposed and involved in a transparent review process. The target for all future review committees is to include at least one business representative, one local government representatives and one NGO representative.

RC members, especially those representing local government NGO funding sources, have begun to use the knowledge learned through their involvement in CroNGO to improve their own grant making programs. Two local government members on MI's RC have gained insight to new approaches of resolving social problems and through reviewing proposals have also become more familiar with NGOs operating in their regions. One member of OGI's RC works for the Viroviticko-podravaska County government where she is responsible for funding local NGOs. She became involved due to the suggestion of her supervisor who felt that involvement in the CroNGO Program would help her to gain skills in grant making that would in turn help the county government to better select NGOs to receive funds.

## **5) Real Partnership Forming**

The PLI Program was designed as a true partnership between Croatian NGOs and AED. At the end of CroNGO's first year, a solid partner relationship has begun to form and is evident in the level of communication and interaction between AED and the PLIs, and among the PLIs. PLIs work closely with AED to design and implement all aspects of the SGP; their comments are used to improve the program on a regular basis. For example, PLI comments were requested from AED when changes were made to SGP policies and application guidelines after completion of the first grant round. PLIs provided AED with feedback from the field, which resulted in improvements to SGP materials.

## **6) PLIs Begin to Work on Improving their Organizational Capacity**

Through participation in CroNGO, PLI organizations have been challenged to improve themselves by strengthening their systems, educating staff, reviewing financial procedures, conducting

organizational self-assessments, creating training and development plans, establishing policies, and many other related activities.

### **Financial Reviews**

AED is committed to working with the PLIs so that they can strengthen themselves as organizations and have the potential to receive direct funds from USAID after the conclusion of CroNGO. In order to serve as PLIs, organizations need to have sound accounting practices, policies and procedures, and financial reporting capabilities. In agreement with CroNGO policies related to selection of PLIs, AED conducted pre-award reviews of financial management systems. The goal of this review was to establish whether the organizations had bookkeeping systems in agreement with Croatian legal requirements, produced financial reports that provided fair and true information of practices, and above all, that the organizations had the capacity to satisfy AED's criteria for implementing the SGP on a regional basis. In addition to serving as a CroNGO pre-award risk assessment tool, the financial reviews provided information on the areas of financial management that PLIs needed to strengthen and reports of the financial reviews provided the PLIs with recommendations for improvements of financial management practices. Before signing the cooperative agreements, all three selected PLIs satisfied the basic financial management requirements required by AED.

During its pre-award financial review, AED determined that OGI's financial procedures and staff did not completely satisfy the requirements of the CroNGO Program. To serve as a PLI, OGI was notified that it would need to improve the state of its existing bookkeeping and financial management, and that it would need to hire a PLI financial manager with the skills needed to implement financial aspects of the SGP. OGI agreed with AED's recommendations and established a plan with AED to improve financial record keeping. AED provided OGI with technical assistance in order to conduct a fair and open search for a new finance manager. This search included creation of a job description, posting of a notice in several locations (e.g. on national job search website, at the local employment office and through other NGOs), and interviewing of three selected candidates. This employee search resulted in OGI's hiring of an experienced and highly capable PLI finance manager. The experience gained by OGI through the hiring procedure has provided for improvements in hiring practices within the organization.

### **Organizational Capacity Self-Assessments & Training and Development Plans**

In addition to AED's direct technical assistance in grant making, AED has also assisted each PLI identify general organizational development needs and provided funds for implementation of a Training and Development Plan (TDP). During summer 2002 the AED Training Coordinator facilitated an organizational capacity self-assessment with each PLI to determine areas of need and assisted them in developing a TDP. PLIs are responsible for identifying and contracting consultants and AED approves all expenditures of TDP funds. This approach ensures full ownership by the PLIs of the entire training process, which enhances responsibility for securing targeted results.

Over the past several years, OGI has developed considerably from its humble beginnings as a small regionally based NGO. It had begun to work outside of its original base in Eastern Slavonia and has established an impressive level of cooperation and contacts with NGOs, businesses, local governments and institutions. To its credit, OGI is committed to only working on projects (and receiving funding) in areas where it is confident that it has sufficient capacity to achieve success. During the PLI selection process, OGI stated that its motivation in serving as a PLI relates directly to its organizational strategic plan. OGI is committed to aiding other local NGOs in developing the NGO sector and increasing citizen involvement. OGI has also recognized the need to improve its internal organizational capacity, which is necessary for continued growth and expansion of activities. Involvement in the PLI Program has provided OGI with access to technical assistance and training funds that are crucial to the strengthening and sustainability of the organization.

## **PLI PROGRAM CHALLENGES FACED DURING YEAR 1**

### **PLI Organizational Capacity to Carry Out Large Grant Making Program**

The first year of CroNGO saw many successes in the PLI Program. However, a few challenges also arose. Participation as a PLI carries heavy responsibility and involves a wide range of tasks. In some cases, the new role in a grantmaking program stretched the capacity of PLI organizations in terms of

their financial management, organizational structures, staffing, and abilities to adequately manage the program.

AED worked with the PLIs to meet this challenge in several ways including the provision of technical assistance, implementation of organizational self-assessments and the availability of funds to carry out training plans in areas of identified need. AED staff also worked closely with the PLIs to develop realistic and practical six-month implementation plans that would produce required results without overstretching the capacity of the PLIs. This partnership approach to meeting the identified challenge has already produced results. By the end of the first year of CroNGO, the PLIs have demonstrated significant improvements in their abilities to take on new responsibilities, while incorporating management practices that maximize the use of limited resources.

### **Sustainability of the PLI Program**

An expected result of the CroNGO Program is the existence of sustainable, regionally based organizations with the ability to support NGOs and community initiatives through a variety of practical services, and the ability to support implementation of an impartial grant program. The PLIs were selected in part due to their history of provision of quality support services to citizens' organizations. Although the PLIs had little or no experience in grant management at the beginning of the CroNGO Program, by the end of Year 1 they had acquired an impressive level of related skills and experience. However, the future grant making activities of the PLI organizations after the end of the CroNGO Program must be seriously considered in terms of long-term impact of CroNGO. Unfortunately, the short length of the PLI program does not fully allow for the transfer of necessary skills, full acquisition of experience, and the ultimate development of the PLIs as experienced grant makers that are able to act with high degrees of independence. AED is attempting to address this issue by increasing the participation of the PLIs in decision making related to implementation of the Small Grants Program. PLIs are also gradually and systematically being handed more responsibility in the field and thus increasing their role in the CroNGO Program. Transfer of responsibilities is being paired with technical assistance from AED staff to ensure the highest level of success and to avoid any potential gaps in program implementation.

## **II. SMALL GRANTS PROGRAM (SGP)**

The CroNGO Small Grants Program (SGP) will provide a total of \$1,850,000 in grants of up to \$25,000 throughout the country to NGOs and citizen initiatives to carry out projects that meet identified community needs. The SGP is titled "Our Community: How Can We Improve It?" which emphasizes the main goal of this program – citizen participation and community improvement. In an effort to promote community involvement in SGP projects, each supported project must include at least a ten percent community contribution. AED implements the SGP around Croatia in cooperation with our Partners for Local Initiatives.

The CroNGO Partners for Local Initiatives (PLIs) and Small Grants Program (SGP) are closely connected as the PLIs' role is to act as AED's Small Grants Program implementing partners within their specific region. The efforts of the PLIs directly affect the numbers and quality of Small Grant proposals received, amounts and types of projects that are recommended for funding by the Regional Review Committees, and implementation of funded projects.

### **ANALYSIS OF SMALL GRANT PROGRAM ACCOMPLISHMENTS IN YEAR 1**

During the first year of CroNGO, the SGP was developed and promoted around the country in cooperation with the PLIs. Members of the community were engaged in proposal selection and review including 18 representatives from various sectors of society. A total of 40 projects were awarded during this year all including significant community contribution and support with planned results directly impacting the community in which they are implemented.

## **1) Small Grant Program System Developed – Our Community How Can We Improve It?**

### **Needs Assessment Conducted Around the Country**

Prior to finalizing grant types, grant tracks and SGP policies and procedures, AED conducted a needs assessment to inform the process. The needs assessment conducted in February 2002 was intended to assist AED in creating a small grants program that was accessible to community based NGOs and citizens initiatives and allowed recipients to address real community problems. At the beginning of SGP implementation nine needs assessment meetings were conducted in locations throughout Croatia in Varaždin, Daruvar, Petrinja, Gospić, Zadar, Dubrovnik, and 3 meetings in Zagreb. Apart from formal meetings, relevant information was also collected during field visits to Osijek, Vukovar, Split, and Rijeka.<sup>2</sup> The purpose of the needs assessment meetings was (1) to introduce the CroNGO program (particularly the Small Grants Program) to NGOs, (2) to determine the major needs that exist within local communities throughout the country in order to guarantee that the SGP grant tracks are appropriately designed and needs driven, and (3) to collect information about the needs and expectations from local NGOs and local citizen initiatives (LCIs).

As a result of the needs assessment, small grant tracks based on defined community needs were finalized to include:

- ❑ Our neighbors
- ❑ Our resources
- ❑ Our health and environment
- ❑ Our community spaces
- ❑ Other community need

Results of the needs assessment also informed the development of the SGP Request for Application (RFA) consisting of Small Grant Guidelines and Small Grant Application Forms. The Small Grant Program RFA was made available through the CroNGO website and at AED and PLI offices. After completion of the first grant cycle, the SG RFA was adapted to reflect suggestions from the PLIs and local NGOs and initiatives.

Through the needs assessment, information was also gathered on the capacity of local NGOs and the different kinds of projects that they are able to implement. This information aided in the development of the three grant types to be awarded through the SGP: Standard (\$10,000-\$25,000 for experienced NGOs), Simple (up to \$10,000 for less experienced NGOs and citizen Initiatives) and Rapid Response Fund (RRF – up to \$5,000 for quick response to a community emergency). Each grant type has a separate application form.

In addition to informing the process of development of the SGP, the needs assessment also provided the first information on the SGP to local, national and international non-governmental organizations.

### **Policies and Procedures Developed**

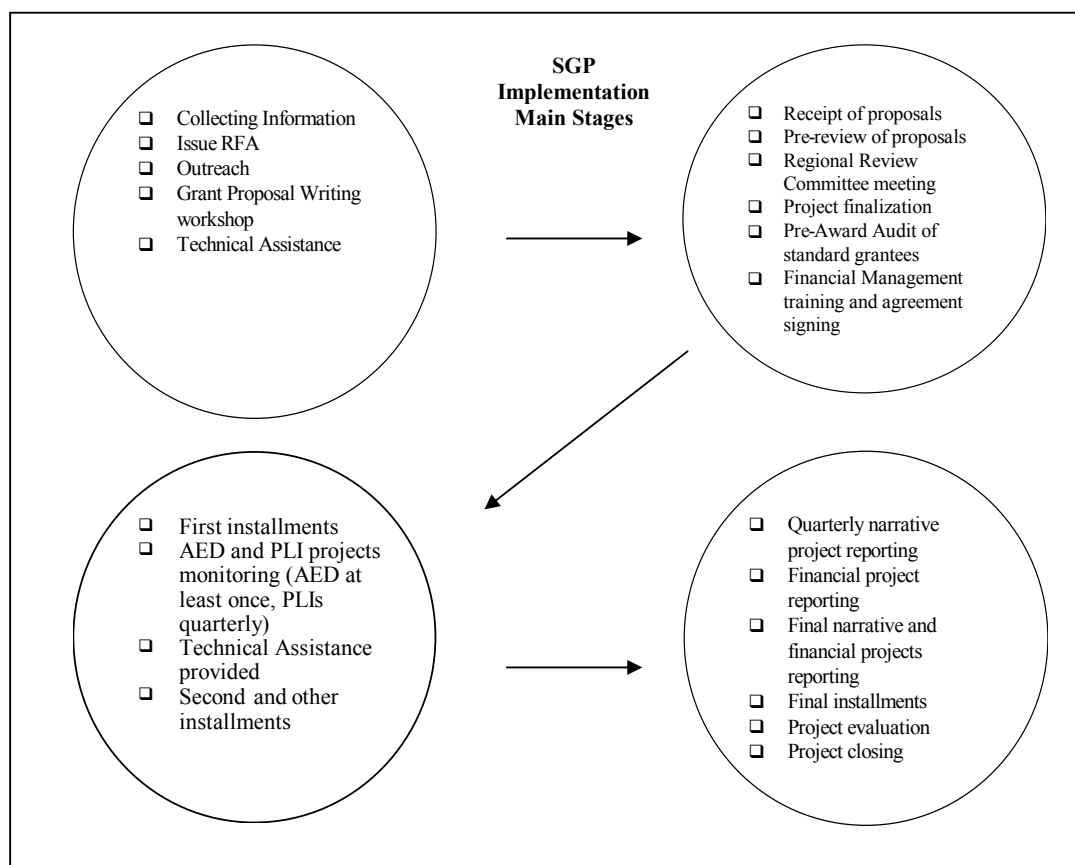
The SGP, implemented by AED and 3 PLIs, is meant to achieve full geographic coverage through issuance of a large number of grants to formal and informal community based organizations around the country. In order for such a program to function properly, there must be appropriate and clear systems and procedures in place from the beginning of implementation. Therefore, to ensure successful implementation of the Small Grant Program a comprehensive system of policies and procedures was developed. This material was intended for internal use by both AED and the PLIs and describes all stages of SGP implementation from the RFA announcement to evaluation and closing of awarded projects. Policies and procedures consist of instructions, guidelines and a variety of administrative forms (e.g. technical assistance, monitoring, quarterly and narrative reporting) for use during different stages in the project. The SGP Review Committee (RC) manual is also part of the SGP policies and procedures material. The RC manual was created with the purpose of introducing Regional Review Committees members with procedures and criteria of the Small Grants Program so that they are fully prepared to fulfill their crucial role in proposal selection.

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<sup>2</sup> A total of 155 people were reached through these meetings.



The existence of clear and efficient SGP policies and procedures had a great impact on the successful start up of the program. The original material was improved during the course of the year as a result of experience in the field and lessons learned during implementation. This material is being made available to local grant makers (e.g. government and business representatives of RCs) and should serve as a valuable resource.



*\* Procedures differ somewhat depending on grant type.*

### **Policies and Procedures Tested – Pilot Region**

Prior to countrywide implementation of the SGP, AED tested the SGP RFA and policies and procedures in the pilot region of Bjelovarsko-bilogorska County. The scheme described in the section above was utilized in the pilot region and 5 small grants were awarded (see attached grant list). The pilot region exercise had an important impact on the development of SGP policies and procedures, especially in terms of financial issues. Recommended policies that resulted from pilot region activities include: all communications with NGOs regarding financial issues must be closely tracked, costs for projects that have a 1-year duration should be carefully checked as many NGOs are closed during summer months, and when NGOs seek funds for equipment purchases pre-invoices should be requested.

### **Frequently Asked Questions List**

The ***Frequently Asked Questions List*** resulted from the work in the pilot region and arose from questions that were asked by NGOs and LCIs during outreach and technical assistance. These questions were collected, grouped, summarized, and turned into a formal document with answers. The FAQ List can be viewed on the CroNGO website and is also available in leaflet form in AED and PLI offices. This list is distributed widely by AED and the PLIs during outreach and technical assistance as well.

## 2) Country Coverage of the Small Grants Program Makes Progress during First Grant Cycle

During each grant round, four Review Committee meetings are held around the country to recommend projects for funding. The most important criteria in selecting Small Grant project proposals include the level of understanding of community needs, previous experience of NGO/LCI in the local community, community participation in project implementation, cooperation with local community stakeholders and community contribution to project budget (at least 10% of requested amount).

During 2002 two grant cycles were announced throughout Croatia. The first cycle was announced in July 2002, and second in October 2002.

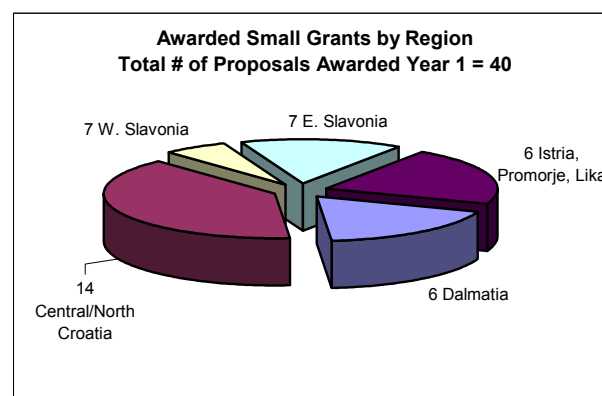
### **Breakdown of Submitted and Reviewed Proposals in 2002**

Regions	1st grant cycle		2nd grant cycle	
	Received	Reviewed	Received	Reviewed
Central and North Croatia	102	58	79	38
Western Slavonia	22	14	24	7
Eastern Slavonia	43	43	52	32
Istria and Primorje	38	33	44	31
Dalmatia	33	31	44	42
<b>Total:</b>	<b>238</b>	<b>179</b>	<b>243</b>	<b>150</b>

\* Once submitted and before being distributed to the Review Committees, all proposals have to pass through an eligibility review. Projects that do not meet the required eligibility, clearly indicated in the application guidelines, are not passed on to the Review Committees.

In Year 1 of CroNGO 40 projects (including 3 by LCIs) were funded including five in the pilot region, four Rapid Response Funds (4) and 31 in the first formal grant cycle. Projects reviewed in the second grant cycle will be awarded in Year 2 of the CroNGO program.

Projects of awarded grants covered 14 counties (out of 20 in Croatia plus the City of Zagreb) and 45 communities. Counties that were not covered in the first year of program implementation are: Požeško-slavonska, Krapinsko-zagorska, Koprivničko-križevačka, Virovitičko-podravska, Vukovarsko-srijemska, Zadarska, and Istarska County. These areas are being targeted during outreach for future grant cycles.



### **Grant Tracks Supported**

The 36 projects (without the 4 RRF projects) approved during the first year of the program were divided among the five grant tracks in the following way:

- ❑ 12 Our Neighbors
- ❑ 9 Our Community Spaces
- ❑ 4 Our Resources
- ❑ 10 Our Health and Environment
- ❑ 1 Other (development of local community)

### **Types of Projects Supported During Year 1**

To present a clearer overview of funded projects, below is a breakdown of funded projects in 2002 (without RRFs) by type of project.

### *Types of Projects*

Type	Central and North Croatia (13)	Western Slavonia (7)	Eastern Slavonia (5)	Dalmatia (5)	Istria and Primorje (6)	Total (36)
Children	2	-	-	-	1	3
Youth	2	-	-	1	1	4
Elderly	2	1	-	-	-	3
Women	1	-	-	-	-	1
Disabled		2	1	1	-	4
Environment	3	-	1	-	-	4
Health		2	1	-	1	4
Community resources*	3	2	2	3	3	13

\*Community resources refer to community spaces, nature and cultural resources and heritage.

### **Grant Types**

The Small Grants Program is divided into three grant types:

- 1) Standard Grants of up to \$25,000 for well established and experienced organizations.
- 2) Simple Grants for less established organizations and unregistered citizen initiatives of up to \$10,000 (citizen initiatives can apply for up to \$3,000 for the first time, and after that up to \$5,000).
- 3) Rapid Response Fund Grants of up to \$5,000 for registered NGOs to address community emergencies.

Standard and Simple Grant proposals are reviewed every three months by Regional Review Committees. Rapid Response Fund Grant proposals are reviewed upon receipt internally by AED with input from the PLIs to allow for quick turn around time.

The breakdown of awarded grants by types during the first year of program implementation is as follows:

- ❑ 13 Standard Grants
- ❑ 23 Simple Grants (20 NGOs, 3 LCIs)
- ❑ 4 RRF Grants

### *Rapid Response Fund Grants*

During 2002, seven Rapid Response Fund (RRF) proposals were submitted. Four Rapid Response Fund Grants were awarded including two for Osječko-baranjska County to address issues related to flooding in August as well as one for Sisačko-moslavačka County (Dvor) in July and one for Splitsko-dalmatinska County (Split) in August both to respond to devastation caused by severe storms.

**NGO name:** Slavonian and Baranian Animal Protection Society "Life"

**Project Title:** Campaign for salvation of flood endangered wild animals in Podunavlje region - Coordination with local authorities and public

**Grant Type:** Rapid Response Fund

**Grant Location:** Osječko-baranjska County (Eastern Slavonia)

The animal protection NGO "Life" in Osječko-baranjska County received a CroNGO Rapid Response Fund (RRF) grant to mitigate the effects of flooding of the Danube River on local communities. Rising waters during summer of 2002 forced hundreds of wild deer and pigs to flee a nature preserve in search of food and shelter. This directly affected the delicate eco-system as habitats were destroyed by the floods and illegal poachers hunted down helpless animals. Fleeing animals also negatively affected surrounding communities by entering farmland and frightening local residents. Destruction of crops added to the potential spread of disease to livestock and humans and presented further threats to the health and well being of communities. "Life" utilized

its RRF grant to quickly respond to the problem in partnership with other local NGOs and government institutions. "Life" informed residents of the problem, the best way to respond, collected corn from community members for feed and worked with hunting clubs and volunteers to set up strategically located feeding stations for wild animals. The local government was extremely supportive of this effort and the head of an affected municipality, who is also a veterinarian, monitored the health of the animals. The project was an excellent example of cooperation between an environmental NGO, local institutions and organizations, community volunteers and local government.

Four projects were completed during 2002, one from the pilot region and three RRFs (see Attachment 2 for key results of these projects).

***Total Funding Amounts Awarded in Year 1 by Region***

Central & North Croatia	Istria, Primorje & Lika	Dalmatia	Western Slavonia	Eastern Slavonia
928.951,72 Kn	537.382,83 Kn	609.692,80 Kn	625.573,81 Kn	502.520,00 Kn
125.534,02 USD	72.619,30 USD	82.390,92 USD	84.537,00 USD	67.908,11 USD

**Total: 3.204.121,16 Kn - 432.989,35 USD (Ex/r 7,4)**

During Year 2 of the program, the SGP will aim to spread funding activities from 14 counties to all counties in Croatia (20 counties plus the City of Zagreb) and to support at least one Local Citizens Initiative (LCI) in each county in Croatia.

**3) Capacity of Local NGOs/LCIs Increasing**

**Pre-Award Financial Reviews**

Prior to making the final decision of awarding a Standard Grant, NGOs whose Standard Grant proposals were recommended by Regional Review Committees must pass a Pre-Award Financial Review. The purpose of the financial review is to verify whether an organization possesses basic financial management systems needed in order to manage a Standard Grant. Financial review reports also provide NGOs with information on how to improve inadequate financial management systems.

During the pre-award financial review of the NGO HUK in Knin it was determined that the organization had no financial management procedures established as most of their previous projects were implemented in cooperation with other organizations who managed the financial issues. The organization did not keep the required financial books or have experience preparing the required financial reports for the government. In a few weeks following the review, with guidance from AED, the organization found a qualified person to oversee their finances, established the necessary financial books, and sorted and entered data for year 2002. They are now able to issue reports required by donors as well as by the government.

During Year 1 of CroNGO, Pre-Award Financial Reviews were conducted of 12 NGOs. Of the 12, two organizations had problems with their financial management systems and were given recommendations for improvements, which were implemented prior to signing the grant agreement. One other NGO has been given additional time to improve their financial systems before grant signing.

When the Scout Organization from Pula submitted its' CroNGO project proposal for review, it was in the process of reorganization and re-registration. The organization had served as the umbrella organization that received funds for all scout troops in the region and the president was distributing funds to troops without maintaining documentation of these funds. Following the AED pre-award financial review, in order to receive a grant, the newly registered organization's management obtained accounting software and found a qualified person to maintain their financial books. In addition they signed a contract with an accounting service that has donated their services free of charge for monthly control of financial documentation, updating of finances, and preparation of financial reports.

### **Financial Management Training**

Prior to signing Small Grant Agreements, all grant recipients must pass through a Financial Management Training. The purpose of this training is to present organizations with procedures related to narrative and financial reporting and to explain Small Grant Agreement obligations. During the first year of program implementation ten financial management trainings were conducted by the AED Finance Officer. Trainings were organized in each region and separate trainings were held for Standard and Simple Grant recipients in order to stress information relevant to the types of grants received.

During this year, AED recognized the great need among Croatian NGOs to work on improving their Financial Management Systems. Therefore, in the next year, the SGP team will work to identify a means by which to increase NGO capacities in this area.

### **Proposal Writing Workshop**

Early in SGP implementation, it became clear that many NGOs and LCIs lacked the skills needed to prepare adequate proposals. To improve proposal writing skills and quality of projects received, CroNGO began to present a series of proposal writing workshops. Main areas targeted by the workshops are defining the local community, assessing and defining local community needs and describing local community participation.



Financial Management Training in Osijek, November 2002.

During 2002, 7 proposal writing workshops were organized for over 100 people - one in Bjelovarsko-bilogorska County and one in Krapinsko-zagorska County as well as five conducted by SMART in Primorska-goranska County (3 workshops in Rijeka), Ličko-senjska County (Gospić), and Istarska County (Pula). By spring 2003 proposal writing workshops will be held in each county of Croatia (see Training Component section of this report for further information).

### **Project Monitoring**

All projects funded through the CroNGO Small Grants Program will be monitored by both AED and the PLIs. The purpose of monitoring is to provide additional support for project implementation and to obtain feedback on the quality of project implementation as well as compliance to the obligations of the Small Grant Agreement. AED will monitor each project at least once during its implementation and the Partners for Local Initiatives will conduct monitoring of each project quarterly.

During Year 1 of the CroNGO program, AED and the PLIs jointly monitored 14 projects in Western Slavonia, Eastern Slavonia and Dalmatia. Following this monitoring, all monitored organizations received recommendations for improvements of project implementation from AED.

## **4) Community Involvement / Citizen Participation Increasing**

The Small Grants Program aims to result in increased citizen participation in community-based projects throughout the country. Ownership and involvement of citizens in community projects is crucial to the success of the program. Each small grant must include at least ten percent of its budget in local community contribution, which may be in many forms such as volunteer work, business donations, local government funds, etc. During the first year of CroNGO implementation, Small Grants applicants succeeded overall in presenting adequate levels of community contributions in their proposed budgets and all budgets included at least the ten percent minimum local community contribution.

### **Local Community Support**

The table below presents a breakdown of different types of support that funded projects will receive from their local communities (government support, business support, volunteer support etc.).

Type of support	Central & North Croatia (13)	Western Slavonia (7)	Eastern Slavonia (5)	Dalmatia (5)	Istria & Primorje (6)	RRFs (4)	Total (40)
Government	8	6	5	3	6	2	31
Business	4	1	3	3	6	1	18
Community contribution	121.503,00 Kn	77.972 Kn	71.800 Kn	55.410 Kn	47.784 Kn	11.900 Kn	386.369 Kn
No. of citizens directly involved in project	357	213	124	69	75	90	928
No. of direct project beneficiaries	1123	464	353	970	860	180	3950
No. of volunteers	232	144	130	21	157	9	693
Media coverage	5	4	5	1	6	2	23

### **Government Support**

Support from local governments is a key factor in the success of the Small Grants Program and the long-term continuation of community based projects funded under the Small Grants Program. Linkages and cooperation between NGO/LCIs and local governments also add to the sustainability of organizations and community activities. During Year 1 of CroNGO local authorities provided a significant amount of support for funded projects including space for project implementation, paid utilities (electricity, telephone, heat, etc.) and direct funds. They also provide additional support through expert consultants and connecting NGOs and local citizens' initiatives with other stakeholders (especially with local media and local businesses).

**NGO:** Association Roma for Roma Croatia

**Project Title:** Preparation of Roma Children for School

**Grant Type:** Standard Grant

**Grant Location:** Čakovac (North Croatia)

Čakovac City authorities are working in partnership with Association Roma for Roma on education of Roma children for primary school. The goal of the project is to develop the full potential and abilities of Roma preschool children in order to improve their chances for success and advancement in the regular school system. The local government sees the importance of this project and has provided assistance throughout implementation to ensure success. Participation of the local government began by assistance provided to Roma for Roma Croatia in conducting a needs assessment, it has continued with a financial contribution to the project, support in locating a building to be used for project activities, and organizing free transportation for children who travel 22 kilometers daily from their homes to attend the preschool. The involvement of the local authorities has been crucial to the success of this project and to the continuation of these activities in the future.

**NGO:** Portal Alfa

**Project Title:** Computerization - Moving Force for Local Community

**Grant Type:** Simple Grant

**Grant Location:** Belišće (Eastern Slavonia)

In the middle of October 2002, the NGO Portal Alfa from Belišće (Osječko-baranjska County) successfully began their six-month long project. The project begun with three activities: computer education (8 computer workshops for different NGO members, local authorities and individuals for free), preparation of a multimedia CD "Belišće 2002", and the creation of a directory of NGOs from the Belišće and Valpovo areas (around 80 NGOs) on their website ([www.portalalfa.com](http://www.portalalfa.com)). During the first month and a half of implementation, 20 NGO members and more than 70 citizens were actively involved in the project. In addition, the NGO established very good cooperation with the local authorities from Belišće based of their work providing information about local NGOs, promoting local events, collecting and promoting photos of people and activities, and including various information about the Belišće area on their website. Portal Alfa also plans to gather information about different contacts and events in Belišće and distribute it to each family in Belišće through an Info Bulletin to ensure that people without Internet access also receive this information. As a result of this project, the local authorities have recognized the enthusiasm and expertise of the NGO members, and have agreed to support the organization's idea of establishing a Info Center in local City space.

### **Business Support**

As integral parts of communities, businesses form a large potential resource for local NGO support. Although this resource has yet to be fully utilized, there were successes in achieving business assistance for Small Grant funded projects during the past year. Local businesses have been providing mostly in-kind support to projects (e.g. office materials, materials for creative workshops, computers, equipment and other materials needed for project implementation, printing NGO/LCIs promotional materials, donating food and beverages for community events, assisting in transportation, etc.). Businesses supporting projects funded by the CroNGO program during this year include: Zagrebačka banka, Privredna banka, Allianz osiguranje, Royal mirovnsko osiguranje, Europatrade, Čistoća d.o.o. Karlovac, ZET, Pliva, Hospitalija, Hrvatske šume, Gospodarska komora and Zelenilo d.o.o. Karlovac).

### **Volunteer/Community Support**

Active citizen participation is a critical factor in the success of the Small Grants Program. The first year of CroNGO saw a high level of commitment by citizen in community improvement projects, which was expressed in many ways, including volunteerism. Citizens showed enthusiasm for contributing to the successful implementation of SGP funded projects. Volunteers are working on SOS phone lines, cleaning and planting green areas, caring for the elderly, assisting in reconstruction work, preparing food for workers and volunteers, etc. Community support is visible thorough cooperation with village boards, local primary and secondary schools, museums, centers for social welfare, and provision of expert knowledge (e.g. ethnologist for reconstruction or repairing old folk costumes).

**NGO:** Prevention of Cruelty to Animals and Plants - PCAP International

**Project title:** Karlovac Citizens for the City of Parks

**Grant Type:** Simple Grant

**Grant Location:** Karlovac (Central Croatia)

The Karlovac based NGO "International Society for the Prevention of Cruelty to Animals and Plants" received a Small Grant to conduct the project "Karlovac Citizens for the City of Parks". In preparing its project, the Society cooperated with citizens and four local community councils to identify the problem of upkeep of public spaces such as parks, and especially of spaces that are intended for use by children. Within this project, the NGO will include 25 of its own members and 80 of Karlovac's citizens who will work as volunteers to beautify and improve green areas around playgrounds. The citizens will be engaged in this project through a media campaign (Karlovački tjednik, Večernji list, Jutarnji list, Radio Mrežnica) as well as through posters and t-shirts that will be distributed around the city inviting people to participate in this activity. Through improving the city's green spaces, the Society will advance its larger campaign of influence of citizens on local decision-making processes by demonstrating the benefits of a citizen-government cooperation model with the local authorities. Before receiving their Small Grant, the NGO cooperated with the local government to come to an agreement on concrete support in project implementation. The City recognized the value of involvement and provided the services of a public company "Zelenilo" that will contribute equipment, professional engineering supervision and small material donations.

### **Media Coverage**

In order for communities to become involved in, and support, the activities of NGOs and LCIs, they must be informed of the work of these organizations. During the past year, the local media has been very supportive of CroNGO funded community projects and have helped NGOs and LCIs by announcing and promoting their activities. Media that has already supported projects funded by the CroNGO program includes: Radio Sljeme, Radio Karlovac, Radio Mrežnica, Karlovački tjednik, Jutarnji list (Karlovac), Večernji list (Karlovac), HTV, Varaždinska televizija, Radio Daruvar, Večernji list (Daruvar), Večernji list (Bjelovar), Bjelovarac, HTV studio Bjelovar, Jutarnji list (Daruvar), Jednota, Radio Daruvar, TV NET, Umirovljenički list, Bjelovarsko-bilogorski radio, Hrvatski radio Valpovo, Glas Slavonije, Radio Osijek, Radio Otočac, HTV Studio Rijeka.

## 5) Communities Being Improved

The CroNGO Small Grants Program supports projects that focus on bringing about concrete change based on demonstrated community need and work to improve the quality of life in target communities as well as strengthening community leadership, actively including citizens in project activities and increasing community support for citizens' initiatives. The funding of 40 projects in 45 communities during Year 1 of this program had a great impact on the lives of affected people. The highly visible nature of Small Grants Program funded projects also ensured that communities were made aware of how local NGO/LCIs were working to improve their cities, towns and neighborhoods.

The following provides a few examples of how Small Grants Program funded projects are impacting local communities:

- ❑ Two SOS telephone services used SGP funds to improve their work and better serve communities in Varaždin, Varaždinska County and Zagreb. Volunteers working on these phone lines came from the communities they were serving. These volunteers feel that it is their responsibility to help other members of their communities who are in social need.
- ❑ Six children's playgrounds in Karlovac, Karlovačka County (neighborhoods Zvijezda, Luščić, Grabrik and Novi Centar) are being improved with the help of volunteers and support from a local business.
- ❑ The roof of a kindergarten in Vojnić, Sisačko-moslavačka County is being fixed and is involving support of the local



Association Our Children in Gruda received a Small Grant to create a library for children, parents, and teachers.



authorities and citizens working as volunteers.

- ❑ Three community centers are being constructed by members of local communities and village boards in the villages of Maslenjača (Bjelovarsko-bilogorska County), Podgorje and Brnjava (Sisačko-moslavačka County).
- ❑ One homeless shelter in Split (Splitsko-dalmatinska County) that was damaged in a storm will be reconstructed by local citizens.
- ❑ Thirty-eight wells in Daruvar, Bjelovarsko-bilogorska County area are

already cleaned and providing clean drinking water to the residents in that area. An estimated 14 wells per month will be cleaned during the remainder of the project (project duration is until Summer 2003).

- ❑ Ten folk costumes from Stara Gradiška, Brodsko-posavska County will be reconstructed and youth will learn how to preserve traditional activities.
- ❑ A community information center was established in Beliše, Osječko-baranjska County with the support of local authorities.
- ❑ Four Roma communities are being cleaned in Beli Manastir, Osječko-baranjska County by local residents.
- ❑ Two libraries are being established in Gruda, Dubrovačko-neretvanska County and Knin, Šibensko-kninska County.



Windows on this elderly man's house were repaired by the Red Cross Dvor following a severe storm in July 2002.



- ❑ Two community water systems are being reconstructed in Knin, Šibensko-kninska County and Stipinovac, Ličko-senjska County.
- ❑ 92 wells were cleaned in Baranja region (Osječko-baranjska County) after being damaged by summer floods (RRF project).
- ❑ Windows broken in a storm were repaired on 91 houses in the Dvor region (Sisačko-moslavačka county) (RRF project).

## **KEY YEAR 1 SMALL GRANT PROGRAM SUCCESSES**

### **Development of Small Grants Program and Request for Applications (RFA)**

To date, the CroNGO Small Grants Program has received much positive feedback from different stakeholders and local non-governmental organizations. These positive responses have been related to the nation-wide coverage of the program, the variety of NGOs and LCIs that are eligible to apply for grants, the accessibility of the program to non-registered local citizen initiatives (LCIs), and the development of the Small Grants Program Request for Applications (RFA) based on the needs and recommendations gathered from local people and organizations.

Information on program start up and RFA materials was distributed widely thanks to the assistance of the local authorities, international organizations, local NGOs that are recognized as resource centers (even if this is not their primary goal), media and other important local institutions such as libraries and schools. Many of them have also provided valuable assistance to the CroNGO program providing contact information, creating connections, making additional copies of RFA materials and providing premises for different kinds of meetings, presentations, organizing trainings and providing technical assistance.

### **Forty Awarded Projects to Date**

Small Grants awarded in Year 1 ranged from 8.000 Kn (approx. 1,000 USD) to 185.000,00 Kn (approx. 25,000 USD) in each of four regions of the country covering 14 counties and 45 communities. At the beginning of the Small Grants Program our target was 75 - 100 awarded grants around Croatia by the end of the CroNGO program. During the first year of program implementation 40 grants have already been awarded and it now appears that the final number of awarded grants will be much higher than was originally anticipated.

Awarded grants represent various types of projects from assistance to marginalized groups (especially children and youth) to repairing community spaces and protecting the environment. All awarded projects are based on demonstrated community needs, include significant community participation and have a community contribution valuing at least ten percent of the awarded grant amount.

The Small Grants Program also successfully responded to urgent local community needs after last summer's floods and storms by awarding four Rapid Response Funds in Eastern Slavonia, Central Croatia and Dalmatia. These highly visible projects allowed organizations to respond to crises while raising community awareness of the effective and efficient work of NGOs.

### **Financial Management Trainings**

While developing the Small Grants Program, the CroNGO team recognized the need of local organizations to increase their capacity in the field of finances. Financial Management Trainings were organized for all organizations and initiatives that received financial support through this Program. As a result of this training, financial management and administrative systems of our grantees were improved and plans to continue to address this issue have been developed.

## SMALL GRANT PROGRAM CHALLENGES FACED DURING YEAR 1

### Low Quality of Proposals Received

Full geographic and thematic coverage of the SGP has been challenged in part due to the limited proposal writing skills of applicant NGOs and LCIs. When developing the SGP RFA and application guidelines, AED concentrated on creating documents that were as simple and easy to understand as possible. However, the quality of proposals being received and types of projects being presented have been affected by the lack of NGO/LCI knowledge in several areas such as assessment and presentation of community needs, development of projects that address identified needs, planning of activities, and creation of project budgets (to mention only a few areas). The presentation of reasonably clear and well-written project proposals that relate to the objectives of the SGP is crucial in the proposal selection process, and in the implementation of funded projects. The low project development and proposal writing capacity of SGP applicants resulted in a drain on CroNGO resources due to the high level of need for provision of technical assistance. AED and the PLIs are working to reduce this problem by providing a series of proposal writing workshops throughout Croatia. It is anticipated that these trainings, in combination with targeted technical assistance, will result in an improvement in the quality of proposals submitted for funding to the SGP.

### Engaging and Supporting Local Citizen Initiatives

Provision of support to non-registered local citizens initiatives (LCIs) has been a challenge during the past year, during which only three of these groups received CroNGO funding. Difficulties have arisen in conducting outreach to these informal community groups, reviewing and funding their proposals, and ensuring adequate implementation of their projects. AED and the PLIs have had to re-examine their outreach methodologies in order to reach LCIs. PLIs have been supported in this effort through a Community Mobilization training provided by AED. The SGP has developed funding policies that reflect the limited project implementation capacity of LCIs and restrictions in funding these unregistered groups. Regional proposal review committees have adapted their proposal review systems to more effectively evaluate proposals from the inexperienced LCIs. The AED SGP and the PLIs are continuing to work to ensure support for LCIs and are now exploring ways to improve their efforts including the provision of technical assistance during LCI project implementation.

## III. PARTNERS FOR NGO SECTOR SUSTAINABILITY

Partners for NGO Sector Sustainability are ten well-established NGOs working to strengthen their own organizational capacity as well as to enhance the sustainability of the NGO sector in Croatia. Through this program AED will work in partnership with these organizations to increase the sustainability of each individual Sustainability Partner organization, the different NGO sub-sectors they represent, and the NGO sector.

Partners for NGO Sector Sustainability were selected through a competitive process and awarded from \$90,000 to \$100,000, to implement 2-year Programs composed of **Core Projects**, **NGO Sector Support Action Plans** and **Training and Development Plans**. The projects will last from November 1, 2002 to October 31, 2004, and the three components were designed to help reach main Sustainability Partners Program goals: increased capacity and sustainability of selected organizations, as well as development and long-term stability of the NGO sector in Croatia.

The purpose of the **Core Project** component is to support implementation of programs and activities that are key to long-term sustainability of the selected organizations and significantly influence the advancement of their sub-sectors. Through the **NGO Sector Support Action Plan** AED is supporting projects that directly affect the development of the NGO Sector in Croatia, such as activities designed to increase positive public perception, recognition and acceptance of NGOs; strengthen linkages among NGOs; build efficient partnerships with, and support from, other sectors of society; train other NGOs in organizational management, advocacy and other issues, etc. The

**Training and Development Plan** component is designed to support continuous development of operational, financial and human resource management capacity of selected organizations.

The NGOs selected to be Sustainability Partners have a history of working to influence the development of civil society in their area of expertise and possess the skills, reputation and experience needed to be at the forefront of NGO sector development in Croatia. They work throughout the country and represent different NGO sub-sectors, such as women's issues, human rights, health, social care, etc.

## **ANALYSIS OF SUSTAINABILITY PARTNER ACCOMPLISHMENTS IN YEAR 1**

Despite a rather recent start, the Partners for NGO Sector Sustainability Program already shows significant results towards achieving long-term sustainability of selected organizations and the sub-sectors they are representing. The CroNGO staff working with the partner organizations were met with great openness and enthusiasm for collaboration, and the majority of selected organization started improving their management and administration practices based on AED-Croatia's recommendations. Additionally, selected programs show great potential for influencing both their sub-sectors and the whole NGO sector, through a variety of activities created to empower smaller NGOs, introduce policy changes, improve public perception, increase local financial resources for NGOs and develop collaboration with other sectors of society.

### **1) Transparent Selection Procedures of Organizations Covering a Variety of Sectors**

The RFA for the Partner for NGO Sector Sustainability Program was issued on 29 May 2002. Applications for this program were solicited through a variety of means including announcements in local and national newspapers, holding four presentations for interested NGOs in four cities around the country including Osijek, Rijeka, Split, and Zagreb and distribution of an announcement by email to over 200 organizations directly.

The Sustainability Partner Review Committee was composed of seven members, representatives from different sectors of society with a clear understanding of the NGO sector. The Review Committee included Enrique Aguado Asenja from European Commission in Zagreb, Slavko Ferina from Pliva Corporation in Zagreb, Gordana Forčić from SMART in Rijeka, Nives Ivelja from Association MI in Split, Jasminka Ledić from University of Rijeka, Tanja Šimić from Croatian National Television in Zagreb, and Sonja Vuković from Slap in Osijek.

Review Committee members reviewed the 27 eligible proposals. As the Sustainability Partners Program was designed to have the widest representation of sub-sectors possible, the proposals were reviewed by sub-sector. Therefore, proposals within similar sub-sectors were compared to each other and decisions were made by sub-sector. Organizations to be funded were selected based on their organizational capacity, strong record of NGO sector or sub-sector support and proposed Core Project impact on the future sustainability of the organization.

Ten organizations were selected during this meeting representing eight different sub-sectors including civil society development, community development, environment, health, human rights, peace building, psycho-social assistance, and women's issues. However, two selected organizations (Green Action and Society for Psychological Assistance) were later replaced by two other organizations (Children First and MiRTa). Further explanation of this replacement may be found under the Program Challenges section.

The selection process for Sustainability Partner Organizations took place through a two-phase process. After organizations were selected through the first phase described above, they entered the second phase which included a pre-award financial review, an organizational capacity self-assessment and preparation of the Sustainability Grant Application focused on the Core Project, NGO Sector Action Plan and Training and Development Plan.

## **2) Variety of NGO Sub-sectors Represented by the Selected Organizations**

A majority of program activities planned by the Sustainability Partners are designed with a focus on achieving systematic changes. Therefore, it is expected that the Partners for NGO Sector Sustainability Program will result not only in an increase in sustainability of the 10 selected organizations, but also in significant improvements in the eight sub-sectors and in increased viability of the NGO sector in Croatia as a whole:

### **1. *B.a.B.e. and CESI from Zagreb represent the Women's Issues sub-sector.***

B.a.B.e.'s goal is to strengthen the Women's Movement in Croatia through fostering development of the Women's Network of Croatia and forming two new groups in so called "blank areas." Therefore, through their Core Project, B.a.B.e. will provide capacity building and technical assistance for information technology development to the Women's Network of Croatia consisting of more than 40 women's NGOs as well as capacity building assistance to two new women's groups in Zadar and Šibenik.

The goal of CESI's Core Project is to develop and increase leadership skills of women for active participation in society. Objectives of the program include building the capacity of women from NGOs, local government and the business sector to work in communities, encouraging women in local communities to undertake leadership roles and creating educational tools for further empowerment of women. CESI will organize a training-of-trainers program for 20 women leaders from around the country. In the second program year, trainees will provide training in 8 selected communities for approximately 80 women and action plans will be created and implemented in each community. At the end of the project CESI will publish a manual on leadership skills for women.

### **2. *Centre for Peace, Non-violence and Human Rights from Osijek (CPO) represents the Peace Building sub-sector.***

The Center for Peace-Osijek's Core Project goal is to develop "Education House" that will support the sustainable development of a democratic society based on a culture of non-violence and peace and to develop educational programs that will serve as a structured long-term tool for transferring the knowledge and experience of the CPO to other peace activists and community mobilizers in the region. To reach this goal, CPO will conduct a training-of-trainers program for 40 participants and develop new education curricula for peace-building and civil society. Two of these programs will be verified by the Ministry of Education and Sport and accompanied by training manuals. Parallel to this activity CPO will develop a non-profit service for residential seminars for the NGO sector: a regional educational retreat house in Latinovac.

### **3. *Children First from Zagreb represents the Children's Issues sub-sector.***

The goal of Children First Core Project is to encourage overall development of socially deprived children and their mothers; for children through socialization and early development of personal responsibility, and for mothers through motivating them on active involvement in the local community and human rights education. Also, Children First is striving to foster the active involvement of the local communities in which they work and to encourage local government authorities and other NGOs to initiate similar projects in their communities. Through the core project they will organize playgroups for deprived children and support groups for their mothers in the multiethnic suburbs of Velika Gorica. The program will involve the active participation of local government officials. As a conclusion of the project, Children First will publish a manual for wide distribution and organize a workshop on working with socially deprived children for 20 children's NGOs.

### **4. *Club of Women Suffering from Breast Cancer from Split represents the Health sub-sector.***

The goal of Club of Women's Core Project is to increase the quality of health protection on the local community level. Through the Core Project the Club of Women will provide strategic

planning and capacity building support to the National Network of Clubs of Women Suffering from Breast Cancer and five local Clubs (Pula, Sisak, Varaždin, Omiš and Osijek), as well as organize workshops and strategic planning meetings to develop collaboration between NGOs and local government in the area of health protection in five cities.

**5. *Croatian Helsinki Committee for Human Rights from Zagreb represents the Human Rights sector.***

CHC will continue its efforts in direct human rights protection and work on developing common positions among human rights NGOs through regular meetings which will serve as the basis for more concerted efforts in lobbying the government.

**6. *MiRTa from Split represents Social Care sub-sector.***

The goal of MiRTa's Core project is to increase the community's ability to protect victims of abuse and domestic violence, particularly children and women. Through the Core Project MiRTa will continue to provide support to the victims of domestic violence through its counseling center. MiRTa will also organize a series of meetings of the Croatian Team for Prevention and Treatment of Child Abuse, which includes seven NGOs from around the country to form a plan for mutual cooperation as well as publish an annual bulletin that will cover both MiRTa's activities and the activities of this team.

**7. *Multimedia Institute – mi2 from Zagreb and RI-CENTAR from Rijeka represent the Civil Society Development sub-sector.***

Multimedia institute's Core Project is focused on securing better public visibility and influence of the NGO sector through an increase of media presence and competence of NGOs and improved position of NGOs in creating public policies in the field of media and information and new technologies. Through the Core Project mi2 will also work on increasing the public visibility and influence of the NGO sector through developing media presentation space for NGOs. In addition, mi2 will organize round tables, drafting of joint NGO recommendations and pilot projects for influencing public policy change in the field of media and information technology as related to the NGO sector.

Through its Core Project Ri-Centar will work on development of a Charter of Cooperation between NGOs and the City of Rijeka that will standardize procedures for collaboration between NGOs and the city government in Rijeka, as well as developing standardized grant-giving procedures for the city. They will also focus on increasing volunteerism in Rijeka through further development of their volunteer centre and workshops on volunteerism.

**8. *ODRAZ from Zagreb represents the Community Development sub-sector.***

Odras's Core Project is focused on support for community/development activities by building and developing the capacity of active community leaders both to run effective projects and to train their activists. Odras will train 40 community leaders and foster development of community projects through the training follow-up. During the second program year Odras will establish a Community Development Coordination Network whose members will be individuals, NGOs and other institutions working on a variety of needs based community development projects. During the second year Odras will also publish a training manual on community mobilization.

**3) RFA Procedures Ensured the Major Priorities of the NGO Sector in Croatia are Addressed**

In July 2002, AED held the first meeting with the organizations recommended through the first selection phase. This meeting was designed to introduce the selected organizations to each other, to discuss in more detail the Partners for NGO Sector Sustainability Program and the second phase of the application process as well as to develop consensus among the Partner organizations as to the main issues currently important to address regarding development of the NGO sector in Croatia. The seven issues identified include: Advocacy and Lobbying, Cooperation with Government, Cooperation

with Business, Financial Sustainability, Professionalism and Transparency, Visibility and Public Perception, and Volunteerism.

Partner organizations were requested to develop the NGO Sector Action Plan components of their Sustainability Grant proposals around one of these seven themes. They were also requested to coordinate their efforts if more than one organization was interested in addressing the same theme. Six of these seven issues are addressed through the NGO sector plans.

- **Advocacy and Lobbying** will be jointly addressed by **B.a.B.e** and **CESI**. Their Action Plan is designed to change the perception of NGO accountability in the general public, both through increasing the awareness and know-how of NGOs regarding advocacy and campaigning and through increasing the awareness of the role of civil society in the general public. B.a.B.e. and CESI will jointly train fourteen NGOs from different sub-sectors in advocacy and effective work with media. During the second program year, these organizations will define an issue important for the NGO sector and design and carryout a campaign around this issue.
- **Visibility and Public Perception** will be addressed by **Multimedia institute - mi2**. Their NGO Sector Support Action Plan will focus on increasing the overall visibility and communication capability of the NGO sector by enhancement of their new media and technology competence, based on the usage of open source technology and open access to ICT resources. mi2 will develop an interactive software tool called TamTam, which will increase the ability of NGOs to present information and communicate through the Internet. In collaboration with the Government Office for the NGOs, this software will be distributed to a wide range of Croatian NGOs. Additionally, mi2 will establish an open access media lab for production of digital media products for NGOs and their campaigns, promotions, education and training programs.
- **Collaboration with the Business Sector** as well as **Financial Sustainability** will be addressed by the NGO Sector Action Plans of the **Center for Peace in Osijek, Odras and Ri-center**. Through their Action Plans, these three organization will conduct a coordinated feasibility study of the possibilities of creating regional foundations in Osijek (Center for Peace), Rijeka (Ri-centar), Hvar and Krapina (Odras). Additionally, they will work on promotion and affirmation of philanthropy and social responsibility within all segments and sectors of the community, through organizing local donors meetings and encouraging more active involvement of the profit sector in resolving problems of local communities. They will also conduct initial lobbying and recruitment of the Board members, and in the second program year they will explore possibilities for setting up the initial operating procedures for three local foundations or other models of local community funding.

To further address issues of **financial sustainability** and **cooperation with the business sector**, **Odras** will organize a series of local donor meetings and **Ri-centar** will publish leaflets of the benefits structured business sector support to NGOs as well as hold workshops and provide technical assistance to businesses in developing standard grant procedures.

- **Volunteerism** will be addressed by **Ri-centar** through the further development of their volunteer centre and workshops on volunteerism incorporated in their Core Project. Additionally, the first of four training programs organized by the Center for Peace Osijek will focus on volunteerism. Due to large interest and need for education on this topic, CPO expects that this will be one of two education curricula to be verified by the Ministry of Education and Sport through their Core Project.
- **Cooperation with Government** will be addressed by Croatian Helsinki Committee (CHC), MiRTa, Club of Women Suffering from Breast Cancer and Children First.

**Croatian Helsinki Committee's** NGO Sector Support Action Plan is designed to improve cooperation between the NGO sector and the government with an emphasis on lobbying and

advocacy. CHC will carry out four NGO-government seminars focused on collaboration between NGOs and the Government on the national level, as well as joint NGO-government press conferences. The objectives are to transfer CHC “know how” in the field of NGO-government relations to other prominent NGOs and to disseminate the results of the workshops to the wider NGO community and the general public. CHC will thus also produce a leaflet on NGO-Government Cooperation and a “How To” manual on how to effectively engage government in NGO issues.

**MiRTa’s** NGO Sector Support Action Plan is designed to strengthen collaboration between Croatian NGOs, local government institutions and media on the local level, with an emphasis on social care. Through the Action Plan MiRTa will train social care organizations on how to collaborate with local government and the media. Through this process, MiRTa will help selected organizations develop strategic plans for future collaboration with local government and media, and will provide them with assistance during implementation of the plans.

Through the Action Plan the **Club of Women suffering from Breast Cancer** will develop models and pilot projects for NGO-government collaboration on the local level in 5 selected communities, as well as monitor implementation of these projects in the five communities.

The NGO Sector Support Action Plan designed by **Children First** is focused on establishing a long-term working relationship with the Ministry of Education and Sport. Through the Action Plan, Children First will organize events for increasing the awareness in governmental bodies of the importance of the NGO sector in the development of civil society and organize the process of drafting standard criteria for approving inclusion of NGO programs in schools and kindergartens.

#### **4) Strengthening Foundations for the Long-Term Sustainability of the Selected Organizations**

One of the main goals of the Partners for NGO Sector Sustainability Program is to ensure that by the end of the program all participating organizations are brought up to the accounting and management standards that would enable them to run large-scale programs at the forefront of the NGO sector in Croatia and to receive direct funds from a variety of international donors, including large U.S. government grants. Several steps were taken to conduct an initial assessment of the selected organization’s capacities and to enable continuous improvement during the two-year program.

##### **Pre-award Financial Review and Administrative and Financial Management Recommendations**

Prior to the final grant award, the AED Finance Manager, together with an independent accountant with significant NGO auditing experience, carried out financial reviews of each recommended organization to ensure that they:

- i. Have financial management and accounting systems in accordance with Croatian regulations;
- ii. Have the capacity to comply with USAID requirements, regulations and accepted cost-accounting procedures; and
- iii. Have accounting systems that enable precise planning/tracking of expenses and internal control that efficiently prevents the misuse of funds.

Reviewed organizations had various levels of issues that needed to be addressed before funding was possible. Each organization received a report of the Financial Review findings with a request to respond to AED’s concerns before being recommended to USAID for funding. The concerns mainly dealt with accounting practices and policies and procedures. Consequently, all 10 selected organizations already initiated improvements in terms of financial management, administrative procedures and transparency of their work. These changes were requested in two-phases. During the first phase, lasting for a month after undergoing the financial review, AED assisted partner organizations in correcting practices of book-keeping, introducing new inventory lists, updating employment contracts, improving petty cash policies, etc. During the second phase, Partners without manuals or those with out of date manuals, have been asked to develop Administration Manuals based

on good management practices and to begin using these manuals in their organizations. The deadline for developing the manuals is April 2003.

### **Organizational Capacity Self-Assessment**

In late August 2002, following the Financial Reviews, the AED Training Coordinator met with each recommended organization to facilitate an Organizational Capacity Self-Assessment with the purpose of assisting each organization in developing Training and Development Plans based on real organizational need. This process was based on an Assessment Tool developed by the Training Coordinator focusing mainly on organizational management related issues. Each assessment involved key staff and board members of the organization and resulted not only in identified areas for improvement and development but also in commitment of the key personnel for working on needed changes. (See Attachment 3 for information on the results of these assessments)

## **5) Development of Collaboration among Sustainability Partners**

Due to encouragement by AED in the second application phase, several of the Partners already cooperate on implementation of their NGO Sector Support Action Plans, such as B.a.B.e. and CESI on advocacy training and Centre for Peace Osijek, Odraz, and Ri-centar on the research on community foundations. Additionally, throughout the length of the project, Sustainability Partners will meet at regular intervals and work cooperatively to address issues facing the NGO sector in Croatia, including visibility and the public perception of the NGO sector, cooperation with government and business sector, financial sustainability, advocacy and lobbying, volunteerism and professionalism and transparency. Along with concrete results from new services and programs developed through this grant, as well as the strengthening of specific selected organizations, the goal of the Sustainability Partners Program is the creation of partnerships among sector leaders and the development of sustainable networks, both among NGO experts and between NGOs and other sectors of society.

## **6) Broad Scope of Activities in Program Ensure Significant Transfer of Expertise**

With the funds received from AED, in the next two years partner organizations will conduct approximately 50 workshops in topics ranging from Advocacy and Work with Media, Peace Building and Non-violence, Collaboration with Government, Capacity Building, Community Mobilization to Volunteerism. More than 150 individual participants (community leaders, local government officials, etc) and an additional 150 representatives of NGOs will go through these training. But much more important than the number of trainings and participants is the level of assistance that advanced and experienced Croatian organizations will be transferring to the grassroots local initiatives, not only in the form of workshops but also through follow-up visits, consultations, assistance in strategic planning and monitoring of program implementation, etc. This is where the important links are formed – a process in which Sustainability Partners are strengthening their capacities to serve as resources to their colleagues from small organizations and to foster development of civil society in under-developed Croatian areas. Additionally, many of these organizations will be working on strengthening the networks of organizations in their particular sub-sectors (for example B.a.B.e. for the Women's Network, mi2 for youth culture and media organizations, MiRTa for child abuse prevention and treatment).

One aspect of this systematic approach is also the large number of manuals and publications that will be produced by the Sustainability Partners during their programs, and that will continue to serve as a basis for further development of similar programs, such as the manual on Developing Women's Leadership skills to be published by CESI, or the manual on Community Mobilization to be published by Odraz.



## **SUSTAINABILITY PARTNER PROGRAM CHALLENGES FACED DURING YEAR 1**

### **Recruiting and Selecting Strong Organizations while also having Sub-sector Representation**

Due to donor trends from the previous decade, some sectors are much better developed than others, and in some sub-sectors, albeit many organizations are providing valuable services and implementing well-designed programs, there are very few organizations that have the capacity to serve as a resource to other smaller organizations and local initiatives. This difference is particularly evident if we compare, for example, the peace building and social services sub-sectors. Unfortunately, the problem of sub-sector representation was perpetuated by the fact that one of the recommended partners (Green Action) was not approved due to political reasons and one of the approved partners (Society for Psychological Assistance) did not pass the Pre-award Financial Audit. However, due to the careful design of the selection process, there are only two sub-sectors represented by two organizations: the women's sub-sector and the civil society development sub-sector. As a result, eight different sub-sectors were supported through this program.

### **Resignation of the Sustainability Partners Program Manager**

In mid-July the Sustainability Partners Program Manager resigned from his position with AED as he was looking to pursue a position closer to his field of interest in sustainable development. AED immediately posted a job announcement for this position on websites and in the newspaper. In the meantime, the CroNGO Director and Training Coordinator took on greater levels of responsibility in order to allow the program to continue to function effectively. In late August interviews were conducted for this position and a new program manager began in early October 2002.

### **Recommended Sustainability Partner – Green Action**

The environmental NGO Green Action was recommended by the CroNGO Sustainability Partner Review Committee as a Partner Organization to represent the environmental sub-sector. Due to political reasons involving Green Action's campaign against GMOs, the US Embassy rejected this recommendation. USAID approved the NGO MiRTa, working on issues of domestic violence and child abuse, and representing the social care sub-sector as the tenth Sustainability Partner over Green Action. Unfortunately, no other environmental NGO applicant was currently believed to be strong enough by the Review Committee to represent that sector as part of this program.

### **Approved Sustainability Partner - Society for Psychological Assistance**

Due to the findings of the Pre-Award Financial Review of the Society for Psychological Assistance, AED requested that this organization undergo a full external audit before making a decision regarding funding. This audit was conducted in early September and based on the findings, leading to concerns with the organization's financial management, AED was not comfortable recommending this organization to USAID for funding. The second alternate organization recommended during the Review Committee meeting was Center for Peace Studies in Zagreb. However, due to the sub-sector changes that had occurred as a result of the loss of Green Action and the Society for Psychological Assistance, AED was interested in consulting with the committee again before making a final decision, requesting that the committee recommend the tenth partner between the Center for Peace Studies and Children First from Zagreb, representing Children sub-sector. The committee recommended Children First to AED and they were approved as the tenth Sustainability Partner.

### **Prolonged RFA and Selection Process**

Due to the reasons described above, as well as to other decisions made jointly by AED and USAID in the initial phases of the project, such as the decision that the Sustainability Partner RFA would not be released until the PLI selection process had been completed, which enabled some of the large organizations to compete for both programs, implementation of some of the programs has started later than expected and will last 23 months (Multimedia Institute, Croatian Helsinki Committee and Odraz) and 22 months (Children First and MiRTa) rather than full 24 months. AED however believes that this will not significantly impact the result of the program, as one of the reasons for late start was careful review of the proposed programs and management practices in all selected organizations, which should ensure smooth program implementation.

## **IV. TRAINING COMPONENT**

Through CroNGO's Training Component, AED will work to continue to build the capacity of NGO management trainers in Croatia as well as to improve organizational capacity of NGOs throughout the country. These program goals will be accomplished through holding a series of Training-of Trainer workshops, introducing a Trainers Forum and maintaining a Trainers Database. In addition, two key tools will be developed to assist NGOs in assessing their own level of organizational development and guide them on how to improve their organizations.

### **ANALYSIS OF TRAINING COMPONENT ACCOMPLISHMENTS IN YEAR 1**

During the first year of CroNGO Training Component implementation, progress was made toward achieving its goals of increasing both NGO management trainer capacity and organizational capacity of NGO partners and grantees. A series of ToT workshop topics were identified, planned and the first training was conducted. A Trainers Forum was initiated and a searchable trainers database has been launched. In addition, an organizational capacity self-assessment tool was developed and organizational assessments were facilitated with all 13 CroNGO partner organizations. Finally, the process of developing a Croatian NGO Quality Assurance Tool was initiated and training on quality assurance began.

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#### ***INCREASING TRAINER CAPACITY***

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##### **1) Trainer Capacity Increasing through ToT Workshops**

The main purpose of the five planned training-of-trainer (ToT) workshops is to continue to build the capacity of Croatia NGO management trainers. Workshops are open to all experienced and active trainers from the Croatian NGO community.

##### **Needs Assessment of the Croatian Training Community Conducted**

During the past year the Training Coordinator established contacts with the key NGOs offering education and training in Croatia and in spring 2002 a series of interviews were conducted with organization representatives in order to assess the trainers' interest and needs for future ToT workshops.

In addition to these interviews, a set of questions included in questionnaires sent to approximately one hundred trainers related to their interest in ToT workshops and topics of particular need. Based on the answers from the interviews and questionnaires, the topics for the Training-of-Trainer (ToT) workshops were finalized to include:

- Community Needs Assessment
- Project Monitoring & Evaluation
- Corporate Social Responsibility
- Human Resources and Volunteer Management in the NGO Sector
- Training Methodology (advanced)

Topics identified have been divided into two categories (1) those that Croatian NGOs need to increase their professionalism and that Croatian NGO trainers do not feel they currently have sufficient capacity to train and (2) new topic areas on which Croatian trainers are currently not training widely (e.g. Corporate Social Responsibility)

##### **Training Providers Selected**

A Request for Proposals (RFP) for the ToT workshops on the above listed topics was issued on 22 July 2002 and sent to about 20 different support and training organizations throughout the CEE and NIS. At the request of the Croatian training community, AED was targeting organizations outside Croatia to conduct these workshops.

By the 23 September 2002 deadline AED received proposals from six organizations from five countries including Bulgaria, Poland, Russia, Slovakia and Hungary (2 proposals). Most organizations applied to train on more than one topic.

All proposals were assessed and selection was made based on the following criteria:

- Organizational/trainers credibility
- Workshop design
- Methodology
- Cost effectiveness

AED selected three training organizations to carry out training on the five topics including:

- ⇒ **Civil Society Development Foundation-Hungary** to conduct three workshops: Community Needs Assessment, Corporate Social Responsibility and Training Methodology (Advanced)
- ⇒ **Centre for NGO Support, Russia** to conduct the workshop on Project Monitoring and Evaluation
- ⇒ **Club Economika 2000, Bulgaria** to conduct the workshop on Human Resources and Volunteer Management in NGOs

The current ToT Timeline for workshop implementation is as follows:

Date	Topic	Training Provider
November 2002	Community Needs Assessment	CSDF-Hungary
December 2002	Project Monitoring and Evaluation	Centre for NGO Support Russia
February 2003	Corporate Social Responsibility	CSDF-Hungary
April 2003	Human Resource & Volunteer Management	Club Economika 2000, Bulgaria
June 2003	Advanced Training Methodology	CSDF-Hungary

### **Workshops Announced and Criteria for Participant Selection Defined**

The series of workshops were announced through the training mailing list, ZaMirNet and the AED web page. The announcement and the application forms will remain posted on these pages until the end of the workshop series. Reminders will be placed on ZaMirNet and sent to the training mailing list one month prior to each training.

Applicants are selected based on their previous training experience and experience with the topic being offered. In addition, CroNGO will look to have as broad a regional and organizational representation as possible.

### **First Workshop Conducted: Community Needs Assessment**

The first workshop on Community Needs Assessment was held in Zagreb on 5-7 November 2002, and was aimed at providing the 12 participants with an understanding of community planning with a special focus on designing and conducting effective needs assessments.

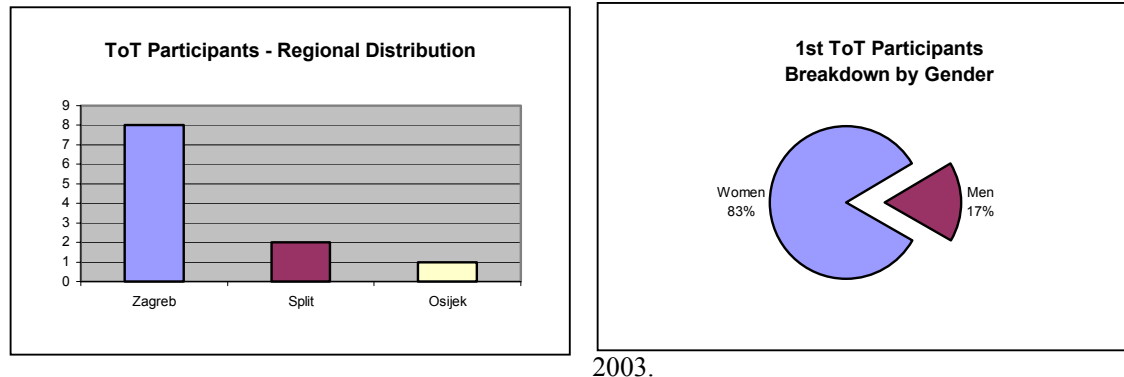
Trainers from CSDF-Hungary presented participants with useful tools and techniques such as Action Research, DEAL (CSDF own model of community development) and the Future search method.

While participants were concerned about some of the tension between the trainers and the trainees and the limited participatory methodology being used during the workshop, on the positive side they placed a high value on the new tools learned, such as the already mentioned DEAL model and Future search methods. As the participants were experienced trainers themselves,



Trainers participate in community mapping exercise during the 1<sup>st</sup> ToT workshop.

AED anticipates that they will be able to adapt and use the new tools in their own future trainings. In addition, AED and CSDF-Hungary have discussed the issues faced by the trainers during this workshop and have worked to resolve these for the next workshop to be led by CSDF in February

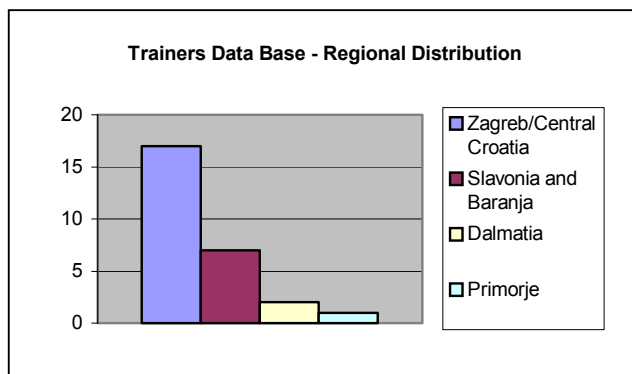


*\*\* Although the CroNGO goal was to have trainers from different regions of Croatia, the majority of applicants who fulfilled the selection criteria were from Zagreb. In addition, there was a majority of women in the group, but this represents the current situation of the gender makeup in the training community, as well as the NGO community in Croatia. In an effort to increase the skills of trainers outside of Zagreb, AED is planning to hold a series of basic ToT workshops on training methodology targeted at less experienced trainers, and focused on increasing the gender equality among trainers.*

## 2) Trainer Information Becomes Accessible to the Wider Public

The Trainer Database has been updated and is now available on the AED website.

- During the previous AED NGO Development Program, a trainer database was developed. In May 2002, AED sent a new questionnaire to all one hundred trainers in the former AED database. An electronic version of the questionnaire was sent to the training mailing list and was also available on the AED website.



all relevant details about each trainer (summary of qualifications and experience, trainings offered, references, etc).

*\*\* The chart demonstrates the regional distribution of trainers in the database. A majority of trainers come from the Zagreb area – which was also experienced through other parts of our program (ToT participants; contracted trainers.) During the next year, CroNGO will focus on engaging and supporting trainers from other parts of Croatia when possible.*

the database and will invite other trainers to submit their professional information to be included.

- The IT Company Dobbin was contracted to develop an application that allows the database to be available to the broader public through the CroNGO website ([www.aed.hr/ngodb](http://www.aed.hr/ngodb)). The database is searchable by training topic, region and trainer names. Once all the trainers matching the search description have been identified, it is possible to view
- The trainers who have responded to the questionnaires have been entered into the database and marked as active trainers. Today the database includes 34 active trainers. AED will continue to publicize

- The majority of trainers represented in the database are women, which reflects the current situation in the Croatian NGO sector.
- This database will allow CroNGO Partner Organizations and Small Grantees, as well as anyone else interested, to access information about active Croatian trainers who can be utilized to assist them in carrying out their training plans. The database allows for a comprehensive picture of the Croatian training community and the skills available within this community.

### **3) Croatian Trainers Begin to Share Information**

The Trainers' Forum will promote the exchange of information, networking and cooperation among Croatian trainers and provide an opportunity to develop agreed upon professional standards for Croatian trainers. The Forum will meet quarterly and will initially be structured and facilitated by AED. AED will assist the trainers in designing the future structure of these meetings.

#### **First Trainer Forum Meeting Held**

- The First Trainer Forum meeting was held on 18 October 2002. Invitations for the first Forum meeting were sent to 14 organizations that offer training and 20 individual trainers from around Croatia.
- 9 trainers attended the meeting, and there were an additional 8 responses from trainers who could not attend, but who expressed a wish to receive notes from the meeting.
- During the discussion, trainers have identified issues concerning the training sector that could be addressed through the Forum. These issues include:
  - ⇒ Developing a Code of Ethics,
  - ⇒ Defining Professional Standards,
  - ⇒ Creating fees and price lists for services,
  - ⇒ Addressing the issue of the unequal presence of trainers throughout Croatia,
  - ⇒ Acknowledging the large diversity in the quality of training services provided,
  - ⇒ Creating a plan to increase the number of training books and manuals available to Croatian trainers.

As a result of the first meeting, a Working Group has been formed to prepare an overview of existing Standards and Codes of Ethics in other countries. This group will later on be responsible for the development of Professional Standards for Croatian NGO trainers.

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## ***INCREASING ORGANIZATIONAL CAPACITY***

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### **4) Organizational Capacity Needs of NGOs Defined**

#### **Development of Organizational Self-Assessment Tool**

The CroNGO Training Component will work towards strengthening and developing the organizational capacity of Croatian NGOs. As a result, within the grants to Partners for NGO Sector Sustainability, and Partners for Local Initiatives, funds have been allocated for individual organizational 2-year training plans. In order to assist organizations in recognizing their training need and developing those plans, the CroNGO Training Coordinator developed an Organizational Capacity Self-Assessment Tool. The tool consists of:

- An introduction to the process with facilitation tips,
- A list of questions covering eight organizational development areas,
- Guidelines for setting priorities for areas that need improvement, and
- Steps and guidelines for developing training plans based on the results.

The questions are grouped under 8 areas of organizational management and were developed with the assistance from Dr Jean Ellis and Libby Cooper from Charity Evaluation Services, UK.

### **Assessment Tool Tested and Adapted**

In order to test this Tool the Training Coordinator facilitated a self-assessment for the Women's Club Pakrac in their office using the first draft of the tool. As a result of the discussion, the NGO representatives assessed their need for training in the eight particular areas of organizational development addressed by the Tool and developed a one-year training plan. The participants in this test session also provided feedback to the Training Coordinator based on this exercise. The comments included the following:

- ⇒ *The exercise was very useful and gave us insight into our organization. It made us ask ourselves questions we would not have normally asked.*
- ⇒ *We would recommend a skilled facilitator for smaller organizations or more direct questions and clearer instructions.*

Based on these comments, the Training Coordinator worked to clarify and adapt the Tool, thus making a second version that was more appropriate for Small Grants recipients and less developed organizations. A detailed introduction has been included along with facilitation tips and guidelines for prioritizing need and designing a Training Plan.

### **Self-Assessments Conducted and Training & Development Plans Developed**

In late August - early September, the Training Coordinator facilitated the Organizational Capacity Self-Assessment Tool for all CroNGO Partners - the ten recommended Sustainability Partners and the three PLIs. Based on the results of the assessment all CroNGO Partner Organizations have developed 2-year Training and Development Plans.

The Assessment discussions were attended by key staff from each organization (management, project leaders, and financial persons) and lasted three – six hours for each organization. After the discussion and prioritising of areas for improvement, the organizations developed their plans independently.

The Assessment Tool proved to provide valuable support to organizations in assisting them to assess their most pressing needs regarding organizational development. Of the 13 assessments conducted, this tool proved to be too basic for two organizations, but even these two organizations were able to identify areas to address through their training plans as a result of the discussion. Most Partner Organizations will begin to implement their Training and Development Plans early in 2003. (See Attachment 3 for the results of this assessment).

Some comments by CroNGO Partner Organizations about the Tool and the assessment process:

- ⇒ *"Normally, we do not have a chance to discuss the future development of our organization in such a structured way."*
- ⇒ *"Our aim is to finish the transformation from a voluntary to professional NGO. We believe that through this grant (Sustainability) and the Training and Development Plan we can achieve that."*
- ⇒ *"This was helpful, we never realized how different we all think about our organizational problems (Strategy and Program operations of the organization) until we had this discussion. We will work on strategic planning through our training plan."*
- ⇒ *"This assessment has helped us to determine the cause of our problems which include a lack of short term, operational planning skills."*

## **5) Creation of Croatian Quality Assurance Tool for NGOs Begins to be Developed**

As a contribution to the development of the Croatian NGO sector, AED will develop a Quality Assurance Tool for NGOs. AED has contracted Charity Evaluation Services (CES) to assist in the development of this Tool. CES developed PQASSO - Practical Quality Assurance System for Small Organizations - in the UK, a system recognized and used by the volunteer organizations in the UK. The Croatian Tool will be based on PQASSO and will consist of several quality areas (e.g. management, staffing and volunteers, managing activities, managing resources, etc.) enabling

organizations using it to gain insight into their work and to undergo improvements without having to pay for external consultants and evaluators.

### **Description of 2-Year Process**

AED will develop a working group of strong Croatian organizations to develop this tool. Representatives of these organizations will be trained by CES on how to implement the Tool and will conduct this training for other organizations. The development of the tool will be a 2-year process consisting of the following steps:

- 1) Translation and first adaptations of CES's PQASSO
- 2) Development of a draft Croatian tool
- 3) Two test implementation periods of the tool, each lasting 6 months
- 4) Final production of the Croatian NGO Quality Assurance Tool

### **Quality Assurance Working Group Formed**

Invitations for cooperation in the process of developing the Croatian Quality Assurance Tool were sent to the ten CroNGO Sustainability Partners and the three Croatian NGO Management training organizations. The seven organizations selected to be part of the Quality Assurance group are: CESI, Centre for Peace Osijek, Multimedia Institute, Ri-Centar, NIT, EOS and SMART.

### **First Training Held**

The first training on Quality Assurance for NGOs was held in Zagreb on 25-27 November 2002 for the working group. CES contracted Mr. Keith Phillips to conduct the training. Mr. Phillips is a freelance trainer and consultant specializing in quality, management and organizational development. He has been training voluntary organizations in the UK to use PQASSO for over 3 years and has been running the PQASSO mentor program (training trainers and supporters) for 18 months. The overall aim of the training was to ensure that participants have the relevant knowledge and skills to implement PQASSO within their organisations.



Quality Assurance training participants pose for a picture at the end of the training.

The objectives of the training were to provide participants with an understanding of quality and what it entails and to deepen their understanding of Quality Assurance Systems. During the training, participants conducted detailed self-assessment of their organizations in two quality areas and have created detailed action plans for the next steps on implementation.

## **6) Increasing Capacity of Smaller Organizations through Grant Proposal Writing Workshops**

### **Grant Proposal Writing Workshops**

Through the Small Grant Program, AED in cooperation with the PLIs, will carry out a series of workshops on Grant Proposal Writing around the country, one in each county of Croatia. The PLI SMART, a training organization, will be responsible for carrying out these workshops in the Istria, Primorje and Lika region. AED has contracted trainer organizations EOS and NIT to carry out the workshops in the remaining 18 counties of Croatia.

- **Workshop conducted in Pilot Region**

**Location:** Bjelovar, 10-11 May 2002, 20 participants

This training, on proposal writing and project implementation, was held in Bjelovar for all interested NGO and citizen initiative representatives from that county. Most of the participants of this training had limited previous experience with this topic and although the evaluations of this

training were very positive, they also commented that there was too much information included. The experience from this workshop helped us to decide to hold one-day workshops in the future.

- **Training Providers Contracted for a Series of Workshops throughout Croatia**

In September, AED issued a RFP for one-day Grant Proposal Writing workshops. The RFP was sent to the trainers' mailing list and the ZaMirNet portal. In addition, it was posted on the AED website.

AED received three proposals for these workshops and assessed them based on selection criteria including workshop design, appropriateness for target group of participants and cost. The training organizations NIT and EOS have been selected to conduct 18 workshops. EOS will conduct the workshops in Central and North Croatia, and NIT in Slavonia and Dalmatia (each training provider will carry out a total of nine workshops).

- **First Workshop Held in Krapinsko-Zagorska County**

**Location:** Krapina, 18 November 2002, 14 participants

The aim of the workshop was to increase participants' skills in Grant Proposal Writing and to present AED's Small Grant Application Forms. In the evaluation forms, the participants gave an overall score of 4.36 (5 being the highest score) to the question of whether this aim has been achieved.

## **KEY YEAR 1 TRAINING COMPONENT SUCCESSES**

### **Positive Response to the Trainers Forum**

During the past year, CroNGO staff has established good contacts with the training community in Croatia. In general, CroNGO has received positive feedback about our efforts to strengthen the capacity of NGO management trainers, in particular through forming the Trainers' Forum.

Trainers that have been contacted and interviewed and those that responded to the questionnaires stated that one of the biggest problems in the training community is the lack of communication and cooperation as well as a lack of standards. This could be solved through a body such as the Forum, but until now all initiatives have failed. One of the possible reasons for this failure was competition and lack of trust making it difficult for one organization to take a lead role.

AED's initiative was judged as needed and welcome, and the response was positive, as AED is perceived as a neutral and unbiased body. Initially, it has also been useful for AED to provide logistical and organizational support for these meetings.

### **Quality Assurance Training**

The first Quality Assurance Training was assessed by participants as a great success (evaluation forms available upon request). CroNGO believes that the reasons for this were that the training presented (a) was on a relevant topic not present in the sector before and (b) was led by a highly professional trainer with relevant experience in the field. The representatives of organizations from the working group have demonstrated great enthusiasm for the future development of the Croatian Quality Assurance Tool.

Some of the Quality Assurance participants' comments were:

- ⇒ *"This is such an important and relevant topic for the Croatian NGO sector."*
- ⇒ *"I really liked the trainer's style: professional and respective."*
- ⇒ *"We can not wait to start implementing Quality Assurance in our organization. We are already committed to quality; this will help us stay on the right track."*
- ⇒ *"We should publicize that we are developing a Quality Assurance Tool. It could show the public in Croatia that the NGO sector is striving towards quality and that we want to be accountable for what we are doing."*



## **TRAINING COMONENT CHALLENGES ENCOUNTERED DURING YEAR 1**

### **Training Providers from CEE Region**

One of the results of the needs assessment conducted in spring 2002 was that Croatian trainers requested that training providers for ToT workshops be internationals, as they could bring new and different ideas and methodologies to Croatia. Based on the suggestions of the training community AED worked to target trainers from the CEE region with the Request for Proposals, as trainers from this region share some similar experiences to Croatia.

However, even with a wide distribution of the RFP, AED did not receive a sufficient number of proposals of a high enough quality by the first proposed deadline. With an extension of the deadline, AED specifically targeted training organizations that were recommended to us by various members of both the training and international NGO community.

In addition, AED has experienced some difficulty with the selected training providers having a clear understanding of the level of knowledge and training experience of the ToT participants. AED has provided the training providers with copies of the applications from selected participants describing their level of experience. However, AED also believes that in the future it is important that training providers conduct detailed needs assessments prior to each workshop and adjust the agenda to the expectations and existing knowledge of participants.

## **V. PUBLIC AWARENESS**

Public awareness of the NGO sector is important to increase the Croatian publics' – including government and business – knowledge and understanding of NGOs, the work they do and the impact they have. Increased public awareness improves volunteerism and trust that people will have in NGOs to provide services and advocate for change.

During this year, AED began to address the issue of public awareness of the NGO sector as well as public awareness of the CroNGO program through the following three main activities.

### **Public Awareness Survey**

In an effort to gather information on the current level of knowledge about and support for the NGO sector among the general public and to track changes during CroNGO program implementation, AED carried out a public awareness survey in early spring 2002. GfK – Center for Market Research was contracted to carry out an omnibus survey of 1000 respondents through face-to-face interviews around the country in April. The results of these interviews were compiled into a final report in English and Croatian and distributed widely to international NGOs and donors as well as to local NGOs and government (approximately 100 hard copies were disseminated and announcements were distributed that the survey was available on the CroNGO website).

The survey was composed of 12 questions around three main question areas – awareness, attitudes and local and national level problems and solutions - with the main results including the following:

- Most respondents have heard of NGOs and associations (udruga) (95.8%)
- Most respondents' attitudes are fairly positive (61.2%) or at least neutral (31.5%) to NGOs and associations.
- The main source of information on NGOs and associations is television (94.5%).
- The organizations best known by respondents include GONG, HVIDR-a, and B.a.B.e.
- The areas of NGO work best known by respondents includes environmental protection, human rights, and assistance to vulnerable members of society.
- 8.6% of respondents had either worked for or volunteered with and NGO, club or association during the past 5 years.

- The largest problems in Croatia at both the national and local levels are unemployment, a poor economy, and low standards of living, with the institutions contributing the most to solving these problems being NGOs, media, church and police.

The results of the survey raise a number of questions including why government and business are not seen as solving national and local problems and why areas of identified NGO work are not in line with identified problems in Croatia. In general, the level of awareness and public attitudes towards these organizations requires continued research. However the results of this survey provide encouraging evidence that NGOs are beginning to be recognized as a valuable part of society.

#### **CroNGO Webpage – [www.aed.hr](http://www.aed.hr)**

The CroNGO website – [www.aed.hr](http://www.aed.hr) - was created to provide up-to-date information on the CroNGO program, requests for proposals, publications, and grantees. This site was launched in May 2002 with basic program information in Croatian and English and has been updated regularly to include RFAs, training announcements, recent publications, questionnaires, etc. In addition, as each program component has become more defined, program descriptions have been updated to include more specific information regarding the program.

AED's website has been visited with increasing frequency with over 1800 hits from September to the end of November 2002. Ninety-seven percent of the hits are from Croatia.

#### **CroNGO Bulletin – Citizen Action Croatia**

In November 2002, AED distributed the first CroNGO program bulletin – Citizen Action Croatia. This eight-page bulletin will be produced in Croatian and English and will be widely distributed quarterly in hardcopy and available on the CroNGO website. The bulletin is designed to highlight information about CroNGO program activity as well as about the larger NGO sector in Croatia.

## **VI. DONOR COORDINATION**

Civil society donor coordination is extremely important in order to increase the total impact of donor support on the development of civil society in Croatia. In October 2002, in an effort to reintroduce donor coordination meetings, AED in cooperation with the European Commission and the Croatian Government Office for Cooperation with NGOs, initiated a first meeting of interested donors. Twenty representatives of donor agencies attended this meeting and agreed to come together on a quarterly basis to discuss specific topics of interest, develop joint strategies, and exchange information about grant programs and supported organizations. In addition, it was agreed to begin an email network to share relevant information on a regular basis. AED's Chief of Party has taken responsibility for the administrative aspects of this coordination and is maintaining an updated list of donor contact information as well as sending out reminders, meeting minutes and other relevant information.

## **ATTACHMENT 1**

### **CRONGO PROGRAM TARGETS FOR YEAR 2**

Building upon the successes of Year 1, and keeping in mind life of program results, the following are targets for Year 2 of the CroNGO program based on S.O. 2.1 and the relevant IRs.

#### **S.O. 2.1 More Effective Citizen Participation and Improved Governance**

##### **I. PLI TARGETS FOR YEAR 2**

##### **IR 2.1.1 Enhanced enabling environment for growth of effective CSOs and NGOs**

*Increase in media coverage as a result of PLI activities:*

- PLIs each develop media plans according to the conditions in their regions

*Improved effective communication and cooperation with local governments as evidenced by increased number of government-NGO meetings and contacts:*

- Representation of at least one local government member on each Review Committee
- PLIs assist small grantees in working to increase local government involvement in 30% of small grant funded projects
- PLIs will hold at least one government-local NGO meeting in each county that they cover

*Improved effective communication and cooperation with local businesses as evidenced by increased number of business-NGO meetings and contacts:*

- PLIs recruit and train one business member for each Regional Review Committee
- PLIs identify key businesses in their regions (e.g. those businesses already involved in supporting NGOs) and develop plans to improve cooperation and involvement of these businesses in PLI Program implementation
- PLIs highlight businesses supporting local NGOs and use them to get other businesses involved in NGO support

*Widespread dissemination of relevant NGO sector information to NGOs/CSOs as evidenced by amount and type of information being distributed and number of recipients*

- PLIs each have a mailing list of at least 100 NGOs in their regions and provide the recipients with at least three relevant pieces of information per quarter

*70% of supported community groups participate in regional networking activities such as NGO meetings, roundtables and communications initiated by PLIs*

- 70% of supported community groups participate in regional networking activities during this year

##### **IR 2.1.1.2 Community-based civic action programs expanded/implemented**

*PLI ability to conduct effective outreach and community mobilization as evidence by the number of Small Grant proposals submitted from communities throughout the region*

- PLIs each maintain a level of at least 20 proposals submitted during each grant cycle that meet minimum program requirements to be passed on to Regional Review Committees
- PLIs develop and implement outreach plans to target LCIs
- PLIs each receive at least 2 LCI proposals during each grant cycle that meet minimum program requirements to be passed on to Regional Review Committees
- Full geographic coverage is achieved through outreach being carried out in all counties where we are receiving less than 2 proposals per grant cycle
- PLIs develop a plan to increase project diversity of funded projects this year

### **IR 2.1.1.3 Improved capacity of NGO Sector**

*Increased PLI organizational capacity through implementation of training plans*

- PLI implementation of AED-approved training plans that were developed through organizational self-assessments, according to an established timeline

*PLIs provide TA and consulting on Small Grant-related topics to 70% of supported groups*

- PLI finance managers take over all responsibilities assigned to them and described in their job descriptions
- PLI program staff provides 50% of supported organizations/groups with technical assistance as needed and requested

*PLI capacity to monitor subgrant funds as evidenced by subgrant financial reports submitted to AED that meet all basic requirements*

- PLI finance managers take over all responsibilities assigned to them and described in their job descriptions
- 90% of small grantee financial reports submitted to AED meet all requirements

*PLIs have conducted monitoring of assigned Small Grants as evidenced by monitoring reports submitted to AED*

- PLI monitor 90% of subgrant projects according to monitoring plans and submit monitoring reports to AED

*PLIs have conducted basic evaluation of assigned Small Grants as evidenced by evaluation reports submitted to AED.*

- PLI evaluate 90% of subgrant projects according to evaluation plans and submit evaluation reports to AED

## **II. SMALL GRANT PROGRAM TARGETS FOR YEAR 2**

### **IR 2.1.1 Enhanced enabling environment for growth of effective CSOs and NGOs**

*Increased citizen participation in community initiatives at grassroots level as evidenced by:*

- *Number of employees;*
- *Number of volunteers (people working without any monetary compensation);*
- *Number of people that participated in activities.*
  - 80% of small grant recipients will attend quarterly grantee meetings organized by Partners for Local Initiatives and discuss ways and methods for involving citizens in project activities.
  - Each small grant recipient will receive written material about citizen participation in community initiatives at the grassroots level.
  - 80% of small grant recipients will attend trainings on citizen participation in community initiatives at grassroots level topic organized by AED and Partners for Local Initiatives.

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**Targets for the following indicators can be found under the PLI section**

*60% of AED recipients will have local sources of support for community activities as evidenced by in-kind and financial support from local authorities and business.*

*60% of AED recipients will have communication and cooperation with other sectors of society as evidenced by number of successful or productive meetings, contacts or joint activities during the project period.*

*Increased number of positive electronic, television, radio and print media coverage of small grant recipient activities.*

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*Number of successfully completed projects based on criteria stated in project proposal.*

- 70% of projects funded in years 2002 and 2003 with an anticipated end in 2003 will be completed successfully based on criteria stated in the project proposal.

#### **I.R. 2.1.1.2 Community-based civic action programs expanded/implemented**

*Over 20 community based activities supported and completed within each region.*

- In each region at least 10 projects will be supported.
- In each region at least 5 projects will be completed.
- In each county at least one project lead by Local Citizen Initiative (LCI) will be supported.
- In each region at least one project lead by Local Citizen Initiative (LCI) will be completed.

*70% of funded groups (apart from short-term, quick impact projects) have plans beyond the grant period.*

- 70% of small grant recipients will receive technical assistance from the Partners for Local Initiatives in developing plans beyond the grant period.

#### **I.R. 2.1.1.3 Improved capacity of the NGO sector**

*60% of funded projects achieved project goal within the proposed project timeline.*

- 60% of funded projects will achieve project goal within the proposed project timeline.

*60% of funded sub grantees implement project according to their approved budget*

- 60% of funded sub grantees will implement project according to their approved budget.

*80% of standard grant recipients interested in receiving training conducted self-assessment and created a training plan.*

- 70% of standard grant recipients interested in receiving training will conduct self-assessment and create a training plan.

*80% of standard grant recipients who created training plan have implemented their proposed training plan.*

- 70% of standard grant recipients who created training plan will implement their proposed training plan.

*To achieve the targets identified above, in Year 2 of the CroNGO Program, AED in cooperation with our Partners for Local Initiatives (PLIs), will also:*

- ⇒ Conduct a one-day Grant Proposal Writing Workshop for inexperienced groups in each county around the country.
- ⇒ Carry out Financial Management training before signing agreements in each region of the country.
- ⇒ Organize 1-2 trainings for NGOs and LCIs according to identified training needs in each region of the country.
- ⇒ Complete at least 2 grant cycles during the year.

### **III. SUSTAINABILITY PARTNERS PROGRAM TARGETS FOR YEAR 2**

#### **2.1.1.1 Enhanced Enabling Environment for Growth of Effective CSOs and NGOs**

*Increased number of electronic, television, radio and print media coverage of SP activities*

- Comprehensive media plan for improving the NGO visibility and public perception developed and started to be implemented by the core group of interested Sustainability Partners in collaboration with AED

*Increased cooperation with Croatian businesses as evidenced by an increase in in-kind donations and financial support for SPs.*

- Formed working group dealing with Corporate Social Responsibility, consisting of representatives of donor community, NGOs and business sector in Croatia; conclusions of the working group incorporated into the National Strategy for Civil Society Development

*Increased communication among SPs as evidenced by the institution of formal systems of communication among SPs*

- Increased number of collaboration among Sustainability Partners, both through NGO Sector Action Plan and Core Plan, especially in the areas of collaboration with the government and business sector
- Quarterly meetings (4 during Year 2) of all Sustainability Partners, focused around issues identified as the most important for the NGO sector as a whole, resulting in joint actions aimed to provide systemic solutions for identified issues

*Increased communication, cooperation and partnerships between organizations within a sub-sector*

- Strengthening of sub-sector networks and cooperation visible in at least five program areas, including health, women, community development and human rights, as a result of activities aimed at strengthening of sub-sectors in the approved Core Projects

### **2.1.1.3 Improved Capacity of the NGO Sector**

- All 10 partners implemented the first year's activities in all three program components (Core Project, NGO Sector Action Plan and Training and Development Plan) and successfully passed both program and financial annual review, therefore qualifying for the second year of funds

*80% of SPs have a long-term strategic, organizational development and fundraising plan in place*

- Long-term strategic plans developed by six Sustainability Partners
- Long term budget planning and monitoring process introduced and started to be implemented by six Sustainability Partners

*80% of SPs have appropriate financial systems in place and carry out a regular independent audit*

- Basic financial system improvements adopted by all ten SPs and all 10 Sustainability Participants have reached the level of financial and administrative management practices to be able to pass an independent financial audit in the spring of 2004

*60% of SPs have developed administrative systems such as administrative manuals, job descriptions, staff evaluations, recruitment policies, etc*

- Administrative manuals developed by all Sustainability Partners and started to be implemented on a permanent basis by at least six Partners

*60% of SPs have adopted structured monitoring and evaluation systems*

- Monitoring and evaluation systems developed by at least six sustainability partners

## **TRAINING COMPONENT TARGETS FOR YEAR 2**

### **I.R 2.1.1.3 Improved Capacity of the NGO sector**

*100% of CroNGO key partners (PLIs and Sustainability Partners) have conducted organizational capacity self-assessment.*

- Achieved during the last year

*90% of CroNGO key partners have developed organizational training and development plan.*

- Achieved during the last year

*80% of CroNGO key partners have implemented their training plan.*

- Monitor implementation of Training and Development Plans of key CroNGO Partners (13 organizations) according to their plans
- Organize workshops for CroNGO partner organizations on topics identified as common need; first such workshop will be held in December on Project Monitoring and Evaluation

*4 ToT workshops on topics of identified needs are conducted for interested CSO trainers.*

- Establish procedures for training providers to ensure that the needs and expectations of participants are being met
- 4 ToT workshops conducted according to the plan (see Table)
- Select training provider for the topic Public Relations and Marketing (local expert); organize and conduct ToT workshop on that topic
- Organize series of workshops for trainers on Basic Training Methodology

*Increased and improved exchange of information among trainers as evidenced by regular meetings of the Trainers Forum (attended by at least 10 trainers) resulting in basic agreements on professional standards.*

- Organize 4 Trainers Forum meetings (quarterly)
- In cooperation with the working group, develop Code of Ethics and Professional Standards for NGO trainers in Croatia
- Maintain trainers' mailing list
- Maintain and regularly update Trainers' Database
- Publicize Database and invite more Croatian NGO trainers to send their professional information

*Croatian NGO Quality Assurance Tool completed and produced.*

- Establish e-group for Quality Assurance
- Provide support to the organizations implementing PQASSO (Quality Assurance working group)
- Organize follow-up seminar on Quality Assurance
- Organize Training-of-Trainer workshop and the follow up for the Quality Assurance group
- In cooperation with CES UK and Sustainability Program Manager, develop draft version of Croatian Quality Assurance Tool
- Develop plan for promoting the tool in Croatian NGO sector
- Provide support to the organizations implementing the Quality Assurance Tool

#### Activities related to Small Grants

- Coordinate Grant proposal Writing workshops for Small Grants program throughout Croatia (training providers: NIT and EOS)
- Coordinate development and implementation of Training Plans of Standard Grant recipients (who opted for 3000\$ training funds)

## **V. PUBLIC AWARENESS TARGETS FOR YEAR 2**

- CroNGO webpage updated on a monthly basis to include valuable information about the CroNGO program
- 4 issues of the CroNGO bulletin will be produced and distributed widely
- CroNGO brochure will be produced and distributed
- Strategy developed for the CroNGO program approach to increase public awareness of the NGO sector. Activities related to this strategy will begin to be carried out.

## **IV. DONOR COORDINATION TARGETS FOR YEAR 2**

- Donor coordination meetings will be held on a quarterly basis

- A donor working group on Cooperation with Business will be initiated and will meet regularly (a minimum of 3 meetings)
- A strategy will be developed for sustainability of donor coordination in Croatia



## Attachment 2

### SMALL GRANT PROJECTS COMPLETED BY 30 NOVEMBER 2002

**LCI Name:** Improving Quality of Social Life in Village Maslenjača  
**Project Title:** Improving quality of social life of youth in village Maslenjača  
**Region and County:** Western Slavonia, Bjelovarsko-bilogorska county  
**Project Type:** Simple Grant (LCI)  
**Project Track:** Our Community Spaces  
**Project Duration:** 1 August - 1 October 2002

This project was focused on repairing a local community space - *Dom kulture* - by putting new doors and windows on it. With support from the CroNGO program this initiative bought material for reconstruction and 35 volunteers from the local community repaired this space. The repaired *Dom kulture* will be a place for conducting various activities including education, counseling, workshops, presentations and others. In addition, local authorities have agreed to assist in further reconstruction work if needed.

The project was completed according to the project goal and during the project time frame.

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**NGO Name:** Red Cross Dvor  
**Project Title:** Emergency Window Repair  
**Region and County:** Central and North Croatia  
**Project Type:** RRF (Rapid Response Fund)  
**Project Duration:** 12 August - 30 September 2002

The Municipality of Dvor was hit by a severe storm on 22 July 2002. This storm resulted in serious damage and Sisačko-moslavačka County was proclaimed a natural disaster zone. Through this emergency project, CroNGO supported the NGO to repair windows in 97 houses and buildings owned by low-income and financially distressed people and families.

Through CroNGO support, the NGO bought windows and 4 volunteers worked to repair windows for 97 local project beneficiaries. This project was completed according to the project goal and during the project time frame.

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**NGO Name:** Slavonian and Baranian Animal Protection Society "Life"  
**Project Title:** Campaign for Salvation of Flood Endangered Wild Animals in the Podunavlje Region - Coordination with local authorities and the public  
**Region and County:** Eastern Slavonia, Osječko-baranjska County  
**Project Type:** RRF  
**Project Duration:** 6 September - 6 November 2002

The animal protection NGO "Life" in Osječko-baranjska County received a CroNGO Rapid Response Fund (RRF) grant to mitigate the effects of flooding of the Danube River on local communities. Rising waters during summer of 2002 forced hundreds of wild deer and pigs to flee a nature preserve in search of food and shelter. This directly affected the delicate eco-system as habitats were destroyed by the floods and illegal poachers hunted down helpless animals. Fleeing animals also negatively affected surrounding communities by entering farmland and frightening local residents. Destruction of crops added to the potential spread of disease to livestock and humans and presented further threats to the health and well being of communities. "Life" utilized its RRF grant to quickly respond to the problem in partnership with other local NGOs and government institutions. "Life" informed residents of the problem, the best way to respond, collected corn from community members for feed and worked with hunting clubs and volunteers to set up strategically located feeding stations for wild

animals. The local government was extremely supportive of this effort and the head of the affected municipality, who is also a veterinarian, monitored the health of the animals. The project was an excellent example of cooperation between an environmental NGO, local institutions and organizations, community volunteers and local government.

This project was completed according to the project goal and during the project time frame.

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<b>NGO Name:</b>	Red Cross Beli Manastir
<b>Project Title:</b>	Rehabilitation of Water Wells after Floods in the Podunavlje Region
<b>Region and County:</b>	Eastern Slavonia, Osječko-baranjska County
<b>Project Type:</b>	RRF (Rapid Response Fund)
<b>Project Duration:</b>	6 Sept - 6 Nov 2002

As a result of flooding in the summer of 2002, all wells in Batina and Kopačevo (which are the main source of drinking water) were contaminated. With support from CroNGO, 92 wells were cleaned and the water is drinkable again.

The number of wells cleaned through this project was more than was originally planned (80) since the local community actively assisted the NGO in its project implementation. In addition, this project received good media coverage with reports on Croatian television and two articles in the regional newspaper "Glas Slavonije."

The project was completed in the determined timeframe and according to the project goal.

## Attachment 3

### Results of Facilitated Organizational Capacity Self-Assessment with PLIs

Based on the results of the assessment, PLIs have developed their Training and Development Plans. The table below shows the area of organizational development PLIs have chosen to work on through their plans.

Areas of organizational development	OGI	SMART	Association MI
Planning		❖	❖
Management and Governance	❖	❖	
User centered service			
Managing activities	❖		
Human Resources and Volunteers	❖	❖	❖
Financial systems and sustainability			
Relationship with others			
Monitoring and Evaluation		❖	❖

### Results of Facilitated Organizational Capacity Self-Assessment with Sustainability Partners

The table below presents the organizational areas that the nine current Sustainability Partners have chosen to work on based on the organizational self-assessment. The number of areas included varies from organization to organization, as they differ in intensity in number of activities planned.

Areas of Organizational Development	B.a.B.e	CPO	CESI	HHO	Club of Women	Mi 2	MiRTa	Children First	ODRAZ	Ri-Centar
Planning		❖	❖		❖			❖		❖
Management and Governance		❖			❖	❖				
User centered service						❖	❖			
Managing activities					❖					❖
Human Resources and Volunteers	❖	❖	❖	❖			❖	❖	❖	
Financial systems and sustainability			❖	❖		❖	❖	❖	❖	❖
Relationship with others										
Monitoring and Evaluation		❖	❖	❖		❖	❖	❖	❖	❖

- The table indicates that certain areas have been selected as in need by a majority of organizations. These areas include Monitoring & Evaluation Systems, Human Resources and Volunteer Management and Financial Management and Sustainability.
- In addition to the individual training and consultancy that each organization will have as part of their Training and Development Plans, AED will organize workshops for all Sustainability Partners in topics assessed as common need.
- The 1<sup>st</sup> such training will be held in 16-18 December 2002, on Project Monitoring and Evaluation, with trainers from the Centre for NGO Support, Russia. This training, as well as technical assistance from CroNGO Training Coordinator and SP Program Manager, is planned to support Sustainability Partners in development of their detailed Monitoring and Evaluation Plans for the CroNGO program.

## CroNGO SMALL GRANTS AS OF 5 NOV 2002

Name of NGO / LCI	Location	Project title and description	Grant track	Amount (kn)	Project dates
<b>PILOT REGION GRANTS - Bjelovarsko-bilogorska County</b>					
Association for Assistance to Persons with Special Needs "Korak dalje" ( <i>Udruga za pomoć osobama s posebnim potrebama "Korak dalje" Daruvar</i> ) (NGO)	Daruvar	<b>Professional Special Education and Rehabilitation Assistance</b> This project will result in the creation of an educational program to improve the functional abilities of 15 mentally retarded children and youth ages 6 to 21 who live in the Daruvar City area.	Our Neighbors	147,300 (Standard Grant)	1 Sept 2002- 31 Aug 2003
Bjelovar Society for Assistance for Mentally Retarded Persons ( <i>Društvo za pomoć mentalno retardiranim osobama Bjelovar</i> ) (NGO)	Bjelovar	<b>We want to, and can do more.</b> Through project activities, the level of emotional, speech and vocational abilities of persons with mild and moderate mental retardation from the Bjelovar City area will be improved. This project will result in increased potential for independence of 109 persons.	Our Neighbors	100,000 (Standard Grant)	1 Sept 2002- 31 Aug 2003
DUGA - Daruvar Center for Assistance and Support ( <i>DUGA Centar za pomoć i podršku Daruvar</i> ) (NGO)	Daruvar	<b>Improvement of the Quality of Life for Elderly Persons</b> This project provides in-home assistance to 150 elderly persons from the area of the City of Daruvar and the municipalities of Končanica and Dežanovac. This project will result in improvements in the quality of life, social status and health of older persons and present a model of care for possible future expansion of similar programs.	Our Neighbors	99,985.87 (Standard Grant)	1 Aug 2002- 28 Feb 2003
Initiative for Improvement of the Quality of Social Life in the Town of Maslenjača ( <i>Inicijativa za poboljšanje kvalitete društvenog života u selu Maslenjača</i> ) (LCI)	Maslenjača	<b>Improvement of the Quality of Social Life for Youth in the Town of Maslenjača</b> The project will include 85 people who will repair the local House of Culture ( <i>Dom kulture</i> ). The repaired <i>Dom kulture</i> will be a place for conducting various activities including education, counseling, workshops, and presentations, thus resulting in the permanent existence of a community activity space.	Our Community Spaces	24,000 (Simple Grant)	1 Aug 2002- 1 Oct 2002
Red Cross Daruvar ( <i>Gradsko društvo crvenog križa Daruvar</i> ) (NGO)	Daruvar	<b>Cleaning and Improvement of Wells</b> This project will result in functioning wells providing a solution to the drinking water needs of people in the Daruvar area including the municipalities of Dežanovac, Đulovac, Končanica and Sirač. Approximately 14 wells will be repaired per month during a one year period.	Our Health and Environment	175,000 (Standard Grant)	1 Aug 2002- 1 Aug 2003

## CroNGO SMALL GRANTS AS OF 5 NOV 2002

Name of NGO / LCI	Location	Project title and description	Grant track	Amount (kn)	Project dates
<b>FIRST GRANT ROUND - Western Slavonia Region</b>					
<b>Bjelovarsko-bilogorska County</b>					
Orientation Club Bjelovar ( <i>Orjentacijski klub Bjelovar</i> ) (NGO)	Bjelovarsko-bilogorska County	<b>Oriental Running in Schools</b> The project will increase awareness of a healthy lifestyle for more than 3,000 primary school children. The project will include volunteer work from community members and will be implemented in cooperation with local institutions resulting in both children being educated, and in the presentation of a model of cooperation between community members and institutions.	Our Health and Environment	55,720 (Simple Grant)	1 Oct 2002-31 July 2003
<b>Brodsko-podravka County</b>					
Cultural and Art Society "Posavina" Nova Gradiška ( <i>Kulturno-umjetničko društvo «Posavina» Nova Gradiška</i> ) (NGO)	Stara Gradiška	<b>What Do Grandmother's Chests Hide?</b> Through this project, ten vintage folklore costumes and antique musical instruments will be repaired. Youth will be taught to play the musical instruments, resulting in their introduction to volunteer community work and raising the level of awareness of local tradition and culture.	Our Resources	23,638 (Simple Grant)	2 Oct 2002-1 Jan 2003
<b>FIRST GRANT ROUND - Central and North Croatia Regions</b>					
<b>Karlovačka County</b>					
Association Our Children Vojnić ( <i>Društvo "Naša djeca" Vojnić</i> ) (NGO)	Vojnić	<b>Equipment for the Children's Room in Vojnić</b> Through this project a house will be repaired for activities of 35 pre-school age children who are mostly Bosnian refugees, from low-income families and those receiving social benefits. The project will result in a long-term solution for child care needs of at-risk demographic groups.	Our Community Spaces	40,142 (Simple Grant)	1 Oct 2002-31 March 2003

## CroNGO SMALL GRANTS AS OF 5 NOV 2002

Name of NGO / LCI	Location	Project title and description	Grant track	Amount (kn)	Project dates
DOM'N'X (DOM'N'X) (LCI)	Karlovac City	<b>Life in Homes for Children and Youth and Relationships with the Community in Which they Live</b> This project will result in the 2nd issue of a bulletin by 30 youth (14-20 years old) living in a state operated children's home in Karlovac. This bulletin is aimed to increase community awareness of institutionalized children and will continue to be produced with community support.	Our Neighbors	12,500 (Simple Grant)	1 Oct 2002-31 Dec 2002
Ecological Society PAN - Karlovac ( <i>Ekološko društvo PAN - Karlovac</i> ) (NGO)	Karlovac City	<b>Where to Put Which Trash</b> Through educational leaflets 20-25 % of citizens from Karlovac will be educated about the importance of separating and properly disposing of trash, resulting in both greater awareness of the issue and the setting of an example of citizen involvement in community improvement projects.	Our Health and Environment	8,680 (Simple Grant)	1 Oct 2002-31 Dec 2002
International Society for the Prevention of Cruelty to Animals and Plants ( <i>Međunarodno društvo za sprječavanje okrutnosti nad životinjama i biljkama</i> ) (NGO)	Karlovac City	<b>Karlovac Citizens for the City of Parks</b> Project activities include 25 volunteers from the NGO and approximately 80 citizens of Karlovac who will beautify and improve green areas around children's playgrounds in the city. The project will result in both the inclusion of 105 volunteers, and the improvement of children play areas.	Our Health and Environment	74,956.98 (Simple Grant)	1 Nov 2002-1 April 2003
<b>Međimurska County</b>					
Association Roma for Roma Croatia ( <i>Udruga Romi za Rome Hrvatske</i> ) (NGO)	Kuršanec and Čakovec	<b>Preparation of Roma Children for School</b> This project will assist sixty Roma children, 6 years of age, in their preparation for attending primary school. Education of these children will focus on building social and communication skills. The project will result in a model of NGO-community-school cooperation that can be repeated on a wider basis.	Our Neighbors	152,615 (Standard Grant)	1 Oct 2002-31 July 2003

## CroNGO SMALL GRANTS AS OF 5 NOV 2002

Name of NGO / LCI	Location	Project title and description	Grant track	Amount (kn)	Project dates
<b>Sisačko-moslavačka County</b>					
Citizens Group of the Village Brnjavac ( <i>Grupa građana sela Brnjavac</i> ) (LCI)	Brnjavac and Gvozđ	<b>Rebuilding of the Community Center in the Village Brnjavac</b> Approximately 70 citizens from the Village Brnjavac will work on rebuilding their community center which was damaged during the war. After renovation, local residents will organize social and cultural activities in the center. The project will result in the mobilization of the community and the permanent existence of a community space.	Our Community Spaces	23,300 (Simple Grant)	1 Oct 2002-30 Nov 2002
Citizens Group of the Village Podgorje ( <i>Grupa građana sela Podgorje</i> ) (LCI)	Podgorje and Gvozđ	<b>Rebuilding of the Community Center of the Village Podgorje</b> Approximately 30 citizens from the Village of Podgorje will rebuild their community center that was damaged in the war. After rebuilding, this center will be used by the citizens to organize different types of social and cultural activities.	Our Community Spaces	23,860 (Simple Grant)	1 Oct 2002-30 Nov 2002
<b>Varaždín County</b>					
Women's Club Varaždín ( <i>Klub žena Varaždín</i> ) (NGO)	Varaždín City	<b>Education of Volunteers for Work on the SOS telephone</b> Through this project, up to 20 volunteers will be trained to work on an SOS telephone line. The local government supports the project which will be conducted in cooperation with a local elementary school. The project will result in the existence of trained volunteers and greater support of people in emergencies.	Our Neighbors	21,630 (Simple Grant)	1 Oct 2002-31 Jan 2003

## CroNGO SMALL GRANTS AS OF 5 NOV 2002

Name of NGO / LCI	Location	Project title and description	Grant track	Amount (kn)	Project dates
Environmental NGO "Franjo Košćec" (Udruga za zaštitu i unapređenje čovjekovog okoliša «Franjo Košćec» ) (NGO)	Varaždin County	<b>What can I do for my community?</b> With the assistance of citizens and the local television station, this NGO will produce and televise twenty short programs on the main environmental problems in Varaždin County with aim of finding solutions for these problems. Results of the project include improvements in the level of citizen awareness of environmental issues, and citizen involvement in resolving these issues.	Our Health and Environment	158,100 (Standard Grant)	1 Oct 2002- 31 July 2003
<b>Zagreb City</b>					
Catholic Association "Drop of Kindness" (Katolička udruga "Kap dobrote" ) (NGO)	Zagreb	<b>Laundry-room</b> Through the work of volunteers, this project provides laundry services to elderly residents of the Zagreb city center who are unable to care for themselves. The project will result in increased ability of the NGO to continue with future related projects including volunteer components.	Our Neighbors	45,000 (Simple Grant)	1 Oct 2002- 30 Sept 2003
Cultural and Art Association «OS Odranski Obrež-Odranski Strmec" (Kulturno-umjetničko društvo «OS Odranski Obrež-Odranski Strmec" ) (NGO)	Zagreb, (Odra- nski Obrež, Odranski Strm- ec)	<b>Let's Preserve and Protect National Embroidery from Decay</b> Through this project information on the heritage of embroidery and folk costumes from this area will be collected and local children will be educated on how to protect this aspect of cultural heritage. Expected results are increased awareness of cultural heritage and involvement of citizens in protecting this heritage.	Our Resources	45,044 (Simple Grant)	1 Oct 2002-31 July 2003
Presence (Prisutnost) (NGO)	Zagreb	<b>Social Telecommunication Tools and 24-Hour Duty</b> This project serves elderly people who live alone and are in need of emergency assistance through the provision of a 24-hour emergency telephone system. Volunteers will be included through work on the telephone line, visiting beneficiaries, and informing the public. The project will provide needed assistance and strengthen the NGO's ability to continue to provide this service in the future.	Our Neighbors	43,824 (Simple Grant)	1 Oct 2002- 31 March 2003



## CroNGO SMALL GRANTS AS OF 5 NOV 2002

Name of NGO / LCI	Location	Project title and description	Grant track	Amount (kn)	Project dates
<b>Zagreb County</b>					
Center for Creative Work ( <i>Center za kreativni rad</i> ) (NGO)	Sesvete	<b>Social and Cultural Center "Sineki"</b> This project provides social and educational activities for children and youth between 7 and 25 years of age who have behavioral problems, and who are victims of domestic violence. The project will contribute to the expansion of the center's model of service delivery.	Our Neighbors	82,399.74 (Standard Grant)	1 Oct 2002- 30 Sept 2003
<b>FIRST GRANT ROUND - Eastern Slavonia Region</b>					
<b>Osječko-baranjska County</b>					
Association for Creative Development "SLAP" ( <i>Udruga za kreativni razvoj "SLAP"</i> ) (NGO)	Osijek	<b>Cross Team</b> This project will develop inter-sectoral cooperation through creating teams from public, business and civil sectors that will work to create a model of cross-sectoral collaboration towards solving concrete community problems at the local level.	Our Resources	150,140 (Standard Grant)	1 Nov 2002- 31 July 2003
Diabetes Association Osijek ( <i>Društvo za zaštitu od dijabetesa Osijek</i> ) (NGO)	Osijek	<b>Diabetes Prevention and Educational Program</b> This project involves work on the prevention of diabetes, education of local citizens and provision of advice to those already affected by the disease. In addition to raising awareness of the disease, the project will result in increased volunteerism and NGO cooperation with local institutions.	Our Health and Environment	16,630 (Simple Grant)	1 Nov 2002- 31 Oct 2003
MOGU - Therapeutic Horseback Riding ( <i>MOGU-terapijsko jahanje</i> ) (NGO)	Osijek	<b>Therapeutic Horseback Riding - Educational Program</b> This project, involving therapeutic horseback riding, will result in the development of an integrative educational process with kindergarten and primary school children, their parents and teachers. The NGO operates projects in cooperation with local institutions, businesses, government, and with volunteer work of community members.	Our Neighbors	79,800 (Standard Grant)	15 Oct 2002- 14 Oct 2003

## CroNGO SMALL GRANTS AS OF 5 NOV 2002

Name of NGO / LCI	Location	Project title and description	Grant track	Amount (kn)	Project dates
Portal Alfa ( <i>Portal Alfa</i> ) (NGO)	Belišće	<b>Computerization - A Moving Force for the Local Community</b> Through activities including management and computer education, and greater access to local information, this project will result in improved networking and efficient work of local associations, institutions, businesses and government. The project will be implemented through community support and volunteerism.	Other: Local Community Development	60,890 (Simple Grant)	14 Oct 2002- 13 April 2003
Roma Association of the Town of Beli Manastir - Baranja (Udruženje Roma grada Belog Manastira - Baranja) (NGO)	Beli Manastir, Bolman, Darda and Torjanci	<b>Cleanliness is Next to Godliness</b> Through community clean-up and health education activities, this project will result in improved connections between the Roma and the surrounding community.	Our Health and Environment	65,484 (Simple Grant)	15 Oct 2002- 14 Oct 2003
<b>FIRST GRANT ROUND - Dalmatia Region</b>					
<b>Splitsko-dalmatinska County</b>					
Sunce - Association of Parents of Developmentally Delayed Children ( <i>Sunce - Udruga roditelja djece sa smetnjama u razvoju</i> ) (NGO)	Makarska	<b>Merry Go-Round - Advancement of the Quality of Life for Children and Youth with Special Needs</b> This project will result in improved integration of children and youth with special needs into the community . The NGO will organize workshops for parents and families, a one-day field trip for beneficiaries, and a one-day community event. The larger community will be able to participate in specific activities.	Our Neighbors	59,022 (Simple Grant)	1 Nov 2002- 31 Oct 2003
<b>Dubrovačko-neretvanska County</b>					
Association "Our Children" Gruda ( <i>Društvo "Naša djeca" Gruda</i> )	Gruda, Konavle	<b>A Book for Everyone</b> Through volunteer work and community support, this project will result in the development of a local library to serve 500 people.	Our Community Spaces	52,600 (Simple Grant)	1 Nov 2002- 31 March 2003
Dubrovnik Center for Entrepreneurship ( <i>Dubrovački centar za poduzetništvo</i> ) (NGO)	Dubrovnik	<b>INFO Center</b> This project will result in the efficient flow of information and education to all members of the community that are interested in developing and improving local businesses. The NGO operates in cooperation with local institutions and government.	Our Community Spaces	141,179 (Standard Grant)	1 Nov 2002- 30 June 2003

## CroNGO SMALL GRANTS AS OF 5 NOV 2002

Name of NGO / LCI	Location	Project title and description	Grant track	Amount (kn)	Project dates
<b>Šibensko-kninska County</b>					
HUK - Organization for the Promotion of Humanity and Urban Culture, Knin (HUK- Udruga za promoviranje humanosti i urbane kulture, Knin ) (NGO)	Knin	<b>Time Controlling Machine</b> Through this project, approximately 1,000 books will be purchased and prepared for reading and discussing within a virtual library. This project will result in improvements in the social and cultural life of youth in Knin and the surrounding area. Members of the local community will be involved through volunteerism. A local library and school will provide space for project implementation.	Our Community Spaces	182,037.60 (Standard Grant)	1 Nov 2002- 31 Oct 2003
I Want to Go Home ( <i>Hoću kući</i> ) (NGO)	Radučić village, Ervenik Municipality	<b>Public Cistern Improvement</b> Through this project, the main local cistern will be repaired, providing free drinking water for the entire community. Local volunteers will be directly involved in conducting repairs and providing tools and equipment. The project will be conducted with support of the local government and with a contribution from the local business community.	Our Health and Environment	63,054.20 (Simple Grant)	1 Nov 2002- 31 Jan 2003
<b>FIRST GRANT ROUND - Istria, Primorje and Lika Region</b>					
<b>Primorsko-goranska County</b>					
Association "Our Children" Opatija (Društvo "Naša djeca" Opatija ) (NGO)	Opatija	<b>More than a Game</b> Through this project, the Association will work with 20 children with special needs and chronic diseases, and their parents, to organize a playroom, advice center for parents and various workshops. The project will result in improved provision of care to children, and increased cooperation with local institutions including volunteer work of local specialists.	Our Neighbors	95,060.83 (Standard Grant)	2 Dec 2002- 1 Dec 2003
Association Terra Rijeka ( <i>Udruga Terra Rijeka</i> ) (NGO)	Rijeka	<b>Project Field Work and Counseling Center</b> This project will result in improved assistance to drug abusers from the Rijeka area. Outreach and educational activities will result in decreases in drug-related health risks, better informed beneficiaries and greater number of drug abusers entering a treatment program. The project will be implemented with support from community volunteers and in coordination with the city government.	Our Health and Environment	185,000 (Standard Grant)	1 Dec 2002- 30 Nov 2003

## CroNGO SMALL GRANTS AS OF 5 NOV 2002

Name of NGO / LCI	Location	Project title and description	Grant track	Amount (kn)	Project dates
Serbian Cultural Society "Education" Rijeka Office ( <i>Srpsko kulturno društvo "Prosvjeta" - pododbor Rijeka</i> ) (NGO)	Rijeka	<b>Care, Protection and Promotion of Cultural Treasures and Heritage - Opening of a Library and Reading Room</b> Through improvements in the work and accessibility of a library and reading room, this project will help to preserve ethnic and cultural heritage for the benefit of the entire community. Members of the community have already contributed to improvements in the library. Further community involvement will include volunteer work in operation of the library and organizing of special events.	Our Community Spaces	63,200 (Simple Grant)	1 Nov 2002- 30 April 2003
SPIRIT ( <i>Udruga SPIRIT</i> ) (NGO)	Rijeka	<b>Creative Kitchen</b> This project will result in constructive activities for youth including creative workshops, movie nights, debates, exhibitions and the printing of a newsletter. Volunteers will be included prominently in the implementation of the project, which will work with youth to be better organized and able to respond to community needs.	Our Community Spaces	53,530 (Simple Grant)	11 Nov 2002- 10 April 2003
Vrbnik Cultural Association "Frankopan" ( <i>Vrbničko kulturno društvo "Frankopan"</i> ) (NGO)	Vrbnik, Island of Krk	<b>Trajna, ni-na, ne-na</b> Through this project, the NGO will record traditional old songs from the Island of Krk on a CD so that this segment of the local culture will be preserved for future generations. The local community will be involved in the selection and preparation of songs for recording.	Our Resources	23,122 (Simple Grant)	1 Nov 2002 - 30 April 2003
<b>Ličko-senjska County</b>					
STIPINOVAC, Association for the Promotion of Water Supply and Ecology ( <i>Udruga STIPINOVAC, Udruženje za poticanje vodoopskrbe i ekologiju</i> ) (NGO)	Vrelo	<b>Give them a drink!</b> The main project activity involves purchasing and installing a new water pump that will result in the availability of drinking water for 35 families in the village. The pump will be replaced through local volunteer work and community participation.	Our Health and Environment	11,870 (Simple Grant)	1 Dec 2002- 31 May 2003

## CroNGO SMALL GRANTS AS OF 5 NOV 2002

Name of NGO / LCI	Location	Project title and description	Grant track	Amount (kn)	Project dates
<b>RAPID RESPONSE FUND GRANTS</b>					
Red Cross Dvor ( <i>Crveni križ Dvor</i> ) (NGO)	Dvor (municipal- ities of Dvor, Rujevac, Trgovi, Gvozdansko, Komora, Grmušani and D. Žirovac)	<b>Emergency Window Repair</b> The Municipality of Dvor was hit by a major storm on July 22, 2002. Serious damage resulted and Sisačko-moslavačka County proclaimed a natural disaster status. Through this emergency project, the NGO will repair windows on 97 houses and buildings owned by low-income and financially distressed people and families. Implementation of the project will result in expanded opportunities for volunteerism in the community.	Rapid Response Fund	26,700	12 Aug 2002- 30 Sept 2002
Red Cross Beli Manastir ( <i>Crveni križ Beli Manastir</i> ) (NGO)	Batina and Kopačevo	<b>Rehabilitation of Water Wells after Floods in the Podunavlje Region</b> As a result of flooding in the summer of 2002, all wells in Batina and Kopačevo (which are the main source of drinking water) were contaminated. Through this project 65 wells in Batina and 15 wells in Kopačevo will be cleaned and repaired. The project will result in the active participation in project activities of approximately 100 volunteers, mostly citizens from Batina and Kopačevo, thus setting an example and base from which to expand local volunteerism.	Rapid Response Fund	39,992	6 Sept 2002- 6 Nov 2002
Slavonian and Baranian Animal Protection Society "Life" ( <i>Slavonsko Baranjsko društvo za zaštitu životinja "Život"</i> ) (NGO)	Draž, Gajić, Topolje, Duboševica, Podolje and Batina	<b>Campaign for Salvation of Flood Endangered Wild Animals in the Podunavlje Region - Coordination with local authorities and the public</b> Through this project volunteers of the organization "Life" will educate the public, provide veterinary services and collect food for 500 endangered deer and 300 wild pigs, which were forced to leave their habitats. This project has resulted in the creation of a unique model of cooperation between an environmental NGO, hunting clubs and local government.	Rapid Response Fund	19,490	6 Sept 2002-6 Nov 2002

### CroNGO SMALL GRANTS AS OF 5 NOV 2002

Name of NGO / LCI	Location	Project title and description	Grant track	Amount (kn)	Project dates
Association "Bridge" ( <i>Most</i> ) (NGO)	Split	<b>Rehabilitation of Association Facilities</b> A storm that struck Split in August of 2002 resulted in severe damage to this NGO's premises, including the homeless shelter and activity space. This project will allow the NGO to repair these premises. Incorporation of the homeless as volunteer workers in repairing the shelter has presented an example of active inclusion of beneficiaries in projects that affect their lives.	Rapid Response Fund	32,000	23 Sept 2002- 23 Dec 2002